DOCUMENT RESUME

ED 148 362 IR 005 467

AUTHOR Minor, Barbara B., Ed.
TITLE Alternative Careers in Information/Library Services: Summary of Proceedings of a Workshop. Miscellaneous Studies No. 5.
INSTITUTION Syracuse Univ., N.Y. School of Information Studies.
PUB DATE Nov 77
NOTE 80p.; Workshop held July 16-17, 1977 at Syracuse University, School of Information Studies; For related document, see IR 005 346
AVAILABLE FROM Publications Office, School of Information Studies, Syracuse University, 113 Euclid Avenue, Syracuse, New York 13210 ($5.50)

EDRS PRICE MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS *Career Opportunities; Information Dissemination; Information Needs; Information Retrieval; Information Science; *Information Services; *Librarians; *Occupational Information; Professional Personnel; *Workshops

ABSTRACT

This report of a two-day workshop on non-traditional careers in librarianship provides the text of five major presentations as well as summaries of the three alternative sessions which followed. Each of the speakers described a different type of career: (1) Alice S. Warner of Warner-Eddison Associates is an information broker; (2) Robert E. Herz is a political research assistant; (3) Ruth Ann Barrett is in charge of information services for the Association of Junior Leagues, Inc.; (4) Celeste Silvers is a researcher for FIND/SVP, a firm which supplies information-on-demand; and (5) Eugene Garfield is in information publishing. The second day of the workshop was given over to sessions on career assessment led by John C. Crystal, Life Management Services, Inc.; how to start a free-lance business led by Susan Klement, INFORMATION RESOURCES; and making the move into management led by Joyce DeHaan, Center for Organization Development. Moderator and coordinator of the program was Maxine Davis of INFORMATION ACCESS. A directory of librarians in alternative careers with brief descriptions of their responsibilities and lists of participants in the various workshop activities are included. (Author)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED148362

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY

Barbara B. Minor

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

Miscellaneous Studies #5

Alternative Careers in Information/Library Services: Summary of Proceedings of a Workshop, July 16-17, 1977, Syracuse, New York

Edited by Barbara B. Minor

November 1977
$5.50

Order from: Publications Office
School of Information Studies
Syracuse University
113 Euclid Avenue
Syracuse, New York 13210

IR005467

MISCELLANEOUS STUDIES

This series is intended to present useful and critical analyses of developments in information-related activities such as publishing, museums, archives, television, and the information industry written by faculty and students of the School of Information Studies at Syracuse University.

Publications

Education and Curriculum Series

#2 - Effecting Change - Syllabus for IST 640, J. Katzer. 1977. ($5.00)

Miscellaneous Studies

#1 - The Computer and the Art Museum, A Newly Formed Friendship, M.A. Calo. 1974. ($3.00)

#2 - Out-of-Print

#3 - Information Broker/Free-Lance Librarian--New Careers--New Library Services: Proceedings of a Workshop, April 1976, Syracuse, N.Y., B. Minor. ($5.00)

#4 - Creative School Library Media Programming in Times of Financial Cutback: Report of a Conference, March 26, 1976, Syracuse, N.Y., E. Daniel. ($5.50)

Research Studies

#1 - A Tutorial Introduction to Canonical Variate Analysis, D. O'Connor and J. Sodt. 1974. ($2.00)

#2 - Post Analysis of Variance Tests, J. Tessier. A Tutorial Introduction to Unequal Cell n's, P. Moell. 1975. ($5.00)

#3 - Subject Description of Books: A Manual of Procedures for Augmenting Subject Descriptions in Library Catalogs, B. Settel. 1977. ($5.00)

SCHOOL OF INFORMATION STUDIES
Syracuse University

School of Information Studies
Syracuse University

ALTERNATIVE CAREERS IN INFORMATION/LIBRARY SERVICES

Moderator & Coordinator: Maxine Davis, INFORMATION ACCESS

CONTENTS

	page
INTRODUCTION Maxine Davis, INFORMATION ACCESS	1
Day 1: A KALEIDOSCOPE OF INFORMATION CAREERS	
SPEAKERS Alice S. Warner, WARNER-EDDISON ASSOCIATES	2
Robert E. Herz, Political Research Assistant	9
Ruth Ann Barrett, ASSOCIATION OF JUNIOR LEAGUES, INC.	15
Celeste Silvers, FIND/SVP	20
Eugene Garfield, INSTITUTE FOR SCIENTIFIC INFORMATION	28
PANEL DISCUSSION Ruth Ann Barrett, Maxine Davis, Eugene Garfield, Robert Herz, Celeste Silvers, Alice Warner	34
List of Appendices	41
Day 2: NUTS & BOLTS "HOW TO" WORKSHOPS	43
Workshop A: HOW TO START A FREE-LANCE BUSINESS: DOWN TO EARTH BASICS Susan Klement, INFORMATION RESOURCES	45
Workshop B: WHERE DO YOU GO FROM HERE WITH YOUR LIFE? CAREER ASSESSMENT John C. Crystal, Life Management Services, Inc.	48
Workshop C: MAKING THE MOVE INTO MANAGEMENT: GETTING & IMPROVING MANAGEMENT SKILLS Joyce DeHaan, Senior Partner of the Center for Organization Development	52
BIBLIOGRAPHY	55

INTRODUCTION

Most librarians and information professionals have some things in common. Many of us come to our careers from other professions. Most have a good deal of formal education, just about all of us have a multitude of skills. We administer, organize, plan, and communicate well. These and other talents can be applied to jobs outside our own field.

For economic and personal reasons, more and more if us are doing exactly that. As we move into information brokerage, data base sales, public relations and the like, librarianship is turning into a colorful kaleidoscope of new careers. We no longer need a building to define the people we are or the skills we have. As more us take on new challenges the dimensions of our profession broaden.

In questionnaires from librarians already in alternative careers, I found most very excited about their work. They agreed their choice might not be right for everyone, but all seemed to agree these new directions provide a freedom and flexibility for their professional growth.

For some the weekend workshop was a peptalk, for others a kind of professional consciousness raising. We wanted the participants to gain new insights into their own abilities, a perspective on the careers that are open to them, and give them concrete examples of "the new information professional." The main idea of what we were trying to say was summed up by MaryEtta Redgrave in this quote from *Canadian Library Journal*:

> Not all lawyers work in law firms, not all teachers teach in classrooms, not all doctors work in hospitals--and I think it is time that professional librarians realized that their professional skills are not dependent on the library. I see my own job and other alternative jobs as a realization of professional potential.*

Maxine W. Davis
Minneapolis, Minnesota
November 21, 1977

---

* Klement, Susan. "Directory of Alternative Librarians in Canada." *Canadian Library Journal* 34:103-127 (April 1977).

ALICE SIZER WARNER
Warner-Eddison Associates, Inc.
Lexington, Massachusetts

Alice Warner wears several hats as wife, mother of four, mother-in-law, new grandmother, and businesswoman. Her B.A. in Romance Languages dates from a time when she was going to take over UNESCO and run the world; her more recent library degree serves a more modest ambition as she and Warner-Eddison Associates focus on the information needs of the business and industrial world in Greater Boston, in other areas of the U.S., and--increasingly--overseas.

Let me tell you the usual who, what, when, where, why, and how facts about what we're doing at Warner-Eddison Associates, and how I fit in. Then we'll have questions from you about what it is you really want to hear.

First of all, who am I? Our employees call me Alice or Mrs. Warner; it depends on how they're feeling that day or how old they are. Our clients do very much the same. My titles are President of Warner-Eddison Associates, Director of Marketing, and Security Officer. I also take out the trash on Thursdays.

Elizabeth Eddison and I started the company in 1973 as a simple partnership; we didn't want to incorporate until we were sure we had something going. By Labor Day 1975, we had a number of employees and enough business going so that we realized that we should incorporate, and we have done so. We work about 50 hours a week, and my coming here is part of my one week's vacation, so you can see the kinds of pressure we impose on ourselves.I don't think this is unusual for entrepreneurs in any field of action.

Where are we? Lexington, Massachusetts is about 15 miles west of Boston. It's a lovely town, near a lot of industry and a lot of universities. It happens to be a good place to live and do business. Our offices started out in Lexington Center in the woodshed of a real estate building. Then we rented the upstairs office, and for a while we were a two-roomer with the upstairs and downstairs and a rather steep stairway in between. Last fall it became extremely obvious that we were going to need new space if we weren't going absolutely to chew each other up. We had gone through a stage of having what we rather stuffily called an annex, and we put all the typists over there. The annex was really Betty's basement, and her family drew the line after a while. We looked around, considered a number of possibilities, and we have ended up in what used to be the Old Lexington Post Office.

You come in the front door, which is really on the side of the building, so it's a little hard to find, and on the left there is a lovely, big, sunny room where there are five work stations. Our senior information specialist, the office manager, the bookkeeper/accountant, typists, and so forth are there. In the center room are Betty Eddison's desk and a big conference table, and there are some plants in the window. It's really quite lovely in there--books all around, storeroom here, bathroom there, and back here, kind of dug

in underneath the ground, is my office. In a previous incarnation, it was a photographic studio and it has a soapstone sink. There's a little icebox and a coffee pot in there, so I can keep my eye on everybody as they come and get their coffee. There's a conference table in there, too, and more bookshelves. So you can picture us in the recycled East Lexington Post Office when you think of Warner-Eddison Associates.

We started our firm for a variety of reasons. Betty and I had met at Simmons. We felt there was a need for the kinds of things we could do out there in the field, needs that could not be filled by traditional libraries as we knew them then, and as we see them today. We had our first offer of business while we were still students, so we knew there really was a market for the kinds of service we could offer.

Let's get a little bit onto what we do and how we do it. For a while there, when people would telephone and ask, "What is Warner-Eddison Associates?" I would absolutely freeze. For the first six months or so, I used a few sentences I had typed out and taped to the wall over the telephone.

We've come a long way since then. We say, "We solve information problems." That is a very broad statement, but very honest. We say we are a full service company. That means yes, we do marketing research; yes, we answer questions; yes, we build libraries; yes, we do other things with information; yes, we create data bases; yes, we use computers; yes, you name it, we're in it. The only thing we don't do is stand on the street corner and ask people whether they prefer smooth or crunchy peanut butter: that's not our kind of marketing research.

Until very recently, we had three rather formal divisions for accounting reasons, among others. One was Finding Information, answering questions; the second was Organizing Information so that people can have both access to and control over what they have in their place of business; and the third division we called Other, which takes care of all those jobs that don't fit neatly into the other two categories. June 30 is the end of our fiscal year, and our accountant pointed out that Other had been earning more money than Finding and Organizing, so that we needed more divisions for bookkeeping purposes. So, for fiscal year 1978, we now have Finding Information; Organizing Information; Indexing, which is growing as a division; Consulting, which is separate from Organizing Information; and we have left Other open. That last for bookkeepers' convenience, and also because we have a small income from editing, teaching, and so forth. It also lets us diversify immediately without having to wait for another column to be set up in the ledger. We'll try that this year and see whether it really reflects our business.

How does Warner-Eddison Associates work? First, you have to have clients, and finding clients is hard work. It is a lot easier now that it was when we began; after four years we know more about what we're doing, what we can do for people, and how to go about marketing. I would say that, when you are working with a client, it's almost as if you were a reference librarian. The question they ask you is not the question they need the answer to. It's no different from the usual library encounter; you need great amounts of skill, imagination, tact, and a few other things to figure just exactly what problems

are bothering your potential client, and then even more imagination to figure out Warner-Eddison Associates can help solve those problems.

The problems that we are working on right now or have just completed pretty well reflect the U.S. economy. We have found that about 65% to 70% of our work is in the sciences and technology, about 30% more is in business and economics, and a very small amount is in the humanities and pure social science. This is where the money is, to be absolutely brutal. I may have pulled out more examples in business and economics, but by far the largest part of the gross work we do is in the sciences and technologies.

Here are some examples of things that are going on right now. What scholarships are offered in two-year colleges and what businesses are offering them? This is for the publisher of a journal read by students in two-year colleges. A manufacturer of "bridge" jewelry (half way between costume and fine jewelry) wants to know what the market is and what is involved in direct selling; he is seriously considering selling his jewelry on a door-to-door basis like the Avon Lady or the Fuller Brush Man. Another question involved the pulp and paper business and the question was, What is the market for a certain kind of file folder? (It's the kind of folder with pockets inside that you get at a conference.) A large firm that manufactures these folders was doing some long-range planning and they wanted to build a market in the U.S. and Canada. They had divided their market roughly into government, school, and business. We found out very promptly that the government market was wiped out in the United States. Beginning May 1, that kind of folder is being bought by the GSA on a sole source basis from the blind and severely handicapped, and our client had missed the notice in the *Federal Register* in December.

These are business and economics kinds of searches. Some of the scientific ones involved oxygenators, accelerometers, or arthrogryposis, or other medical questions. We do a fair amount of work with lawyers who are working on medical malpractice, and with manufacturers who are concerned with products liability, including liability insurance, legislation, and lobbying. All this brings us into the scientific and technical fields.

You might call what we do in Organizaing Information building special libraries, but we stay away from the word library because of the image this often carries out in industry. We call them Information Centers, or Catalog Reference Centers, IC, whatever. In any case, we've worked in a very broad range of fields from accounting to earthquake engineering, heavy machinery design, energy resources, resource planning. We're doing a naval library now, as well as health care delivery, small business problems, abrasives, engineering drawings. The same kinds of techniques apply no matter what the field.

One of the information collections that we are just starting to organize is in coal technology. A lot of the material was published in the 30's, but we're not throwing it away--a lot of it has very recently become extremely important to hold onto, and we are creating a very detailed subject access to it all. We're also working with the U.S. Department of Transportation on something called AGTT, which stands for The Automated Guideway Transit Technology Program. Someday you'll be going from Syracuse to Rochester in a little bubble that doesn't have a driver, and this is one of the products of AGTT.

There will be a lot of research going on in the next five years on various angles of this program, and as these reports come in, it's going to be Warner-Eddison's job to organize them so that the DOT staff can immediately start using the information. We're going to go beyond that and help design some sort of system so that city planners all over the country can key into the information at DOT.

I said that Indexing is a new division, but we've been doing it right along. We've done a number of contracts, and we have created indexes for sets of computer software manuals. This isn't as easy as it sounds since computer language has not settled down. This has led us to creating a thesaurus of standardized vocabulary, and running seminars for the software people so that they end up using the same language as they write manuals in the future.

Consulting is the fourth division that we now have. Often the first step of a job to organize information in a firm will start with a smaller consulting job analyzing their information problems. We have been involved in designing microfilming projects; we have done some records management. This comes in with helping people assess their information needs. The consulting has been really very broad.

In the Other category, we submitted a study of the Talking Book Service in Massachusetts on June 1. We do a fair amount of editing, though we would like to get away from it. Another "Other" job that we did recently was published in June: it was a special report on volunteers in libraries that Betty and I wrote for the Library Journal Special Series. Volunteering in libraries is something we happen to know a good deal about, through work we have done over the last 20 years and also professionally at Warner-Eddison Associates.

What skills do we need besides energy and a sense of humor? There isn't any course in information management that I know of, though there are courses that dance around it. A good combination of training would be a degree that is about one half library science, one half information and computer science, and one half administration. If these three halves were taught by people who had really been there, I think this could be a very valuable program.

We find that the people who are most useful to us are those who have done work in the hard sciences, political science, computer science, and people who have wide language ability. It's very important that people know how to use existing information sources; only the surface of the myriad sources available are being tapped.

Companies like ours also need self-imposed skills, really staying up and finding out what is going on, and learning how to use the tools that we already have. You have to know how to write well, and clearly (not many people do)--it's very important in this kind of business. You have to know how to listen: this is the old reference librarian situation that we talked about earlier. You have to learn how to hear what people are really saying so you can figure out how you might help them. You have to think analytically. That's not easy, but Betty and I have become quite good at swapping analytical thinking, and it's been very useful for us.

Please keep up on your reading; be well informed, find out what is going on in the country. Read your business literature if you're thinking of going into business for yourself; read *Business Week*, the *Wall Street Journal*. Join your organizations and be active, and I don't mean just library-related organizations. If you're thinking of working in a situation such as Warner-Eddison Associates, it's very important to keep up your library and information science connections, but it's also important to be aware of and involved in what's going on in the information industry as a whole.

It's also important for us to remember that we are a business. I am a president of a company incorporated in the Commonwealth of Massachusetts. We belong to the Greater Boston Chamber of Commerce, the Smaller Business Association of New England, and we have been members of the Associated Industries of Massachusetts. I even belong to a breakfact club called the Bay State Executives Association. These are important things for us as a company, and I think we're doing your and our mutual profession, librarianship, a great deal of good by getting out there and being represented. I assure you, the Smaller Business Association never had a librarian as a member before, nor had the Bay State Executive Association, nor the Executive Club, nor all those others.

We all know that the Information Age is in advanced stages of infancy. We are all serious about careers in the information field, and we are trying to learn as much as we can about them. The game really is to learn what the challenges are and to identify the gaps that we, with our information skills, could fill in.

There are all kinds of areas where we can all fit in, if we keep up with what is going on and are really realistic about what we can do and how we can help other people.

Q. Did you use outside experts when you were indexing the computer manual?

A. Yes, we had two computer consultants who did the actual reading of the material and helped us to develop the thesaurus. The supervision, of course, came from us, and the final product, which was a printout of the index, was our responsibility. The computer consultants were our employees.

Q. Would you talk a bit about marketing and how you find clients?

A. Marketing is very tricky, and it's hard to get any professional people to help you with it, because they don't know very much about the information industry and the information field. We have found that the most important, the best source of new business, is word of mouth referral, while the most lucrative is repeats, because the cost of sales is virtually nil at that point. The way you get to know people is to go where people are. This is one of the reasons why I, as Director of Marketing, go to so many meetings where business people are. I go to the monthly breakfast meeting of the Smaller Business Association of New England, and every month, one of the people who sat next to me the month before becomes a client; this has been absolutely regular for three and a half years.

We have found that space advertising is beginning to work for us. If you take space advertising, try it for at least a year before you judge it; it takes a long time for people to read your ads. The Yellow Pages have worked well for us; not frequently, but the jobs that do come through are big enough to be worth the investment. We tried one radio ad, which was a disaster at the time--wrong station, wrong format, wrong program; it was awful. We let it run the two weeks of the contract and said that was money down the drain. Now, two years later, we have the DOT job, and they first found out about us through that ad. We don't know enough about direct mail yet.

Q. What are you listed under in the Yellow Pages?

A. Information Bureaus no longer, because we were there with the time, the weather, and a local service organization. We're under Library Research Service and Marketing Research and Analysis now. However, the headings in the Yellow Pages vary so much in different areas that you would have to see what is available to you that might be suitable.

Q. With the variety of services you perform, how do you determine the price you charge?

A. Any price one charges is a combination of time and materials. This is true for us, too; our inventory is our time. We can't quote hourly rates because we bill out at different rates. What clients really want to know is how much it is going to cost to solve their problem, and we are pretty good now at estimating.

If a problem is a can of worms, we set financial "punctuation points"--we will agree with the client to stop at a certain sum. By then, we will know how much more time, i.e., money, will be needed to solve that problem. They're very nervous about their first "punctuation points," and they want to know what they will get for their $400, or whatever the sum is. We say, it may be an answer, it may be a pile of articles or a printout. Once they get to that first point, clints usually relax as they realize we know what we're doing.

For cataloging a library or an information collection, we are working more and more on a per unit handled basis. This is rather tricky to figure since it includes the cost of making catalog decisions as well as physically processing items to go on the shelves. And they usually don't know how many things they have, so we can't even give them an estimate for an overall cost figure. We can say it will cost so much per unit catalogued, and we keep very careful records so that they can call a halt at any time if we go over their budget for that time, and start again later.

Q. How do you find the people who work for you?

A. Every day we get four or five unsolicited applications for employment. Very candidly, it's extremely difficult to find really, really good people at any level. We work hard at it, but we have made more hiring mistakes than we care to admit. We have taken on gifted amateurs who after six months couldn't take the heat, and people who were so wrapped up in being a librarian that they couldn't shift to being an information person. We're getting better, but we still have a lot to learn.

Q. I'd like to know what percentage of your work is done by permanent staff, and how much by people hired on a consultant basis?

A. There are a number of people who come in just for a specific project. The last payroll in June had checks for 19 people, which works out to almost 10 full-time-equivalents. I can't really answer your direct question because our senior typist works from 9:15 to 3:40 every day; one of the bookkeepers works from 8:20 to 11:50; the person who does our chemical searching works a minimum of 15 hours a month; and the person who does a lot of our business searching works at least 30 hours a month. But they're all on our staff.

Q. Is it by their choice that they work those hours, your choice, or by mutual agreement?

A. Mutual agreement. The one who works the least works two mornings a month maintaining a collection that we did for a firm out in Worcester, Massachusetts. She has a six-months-old baby, a master's degree in library science, and I'm sure every penny she earns from us goes for baby sitters and gasoline, but she is absolutely delighted to work those two mornings, and it is by mutual agreement.

ROBERT E. HERZ
Political Research Analyst
Syracuse, New York

Rob Herz, former reporter and editor, works as a research analyst for New York State Senator Tarky Lombardi, Jr. He found his way into the information field through a circuitous route, without training in library or information science. He was really seeking a 9:00 to 5:00 job that would allow him to go home, write poems, and send them off to the New Yorker. *His present job hardly fits that description--hours are long, and pressure is constant. Research projects range from background and status quo of pregnancy disability benefits legislation to helping people trace missing Social Security checks. His other duties include writing bills, reading everything in sight, and organizing a library that will travel.*

This is going to be a fairly limited presentation; I am not trained as a librarian or information specialist. I have no background, no degree, no jargon; I don't know, in your terms, just what it is that I do all day. Fortunately, I was given a list of questions, and I'll try to get to each of them in turn.

I work for State Senator Tarky Lombardi, Jr. He is Chairman of the Senate Health Committee and a Republican-Conservative from Syracuse. We represent three counties with a constituency of about 300,000 people, and we answer roughly 40,000 calls and letters each year.

What do I do? Case work, research, bill drafting, memo writing, committee contacts, constituent meetings, meetings with pressure groups, meeting with anyone; letter writing, policy positions, limited press work, something called the Budget Study, which means that we produce a study of the whole New York State budget every year. It has to get the approval of six separate legislators, and it looks like the Manhattan Telephone Directory when it's all done. I also do liaison work with other members of the delegation. In my position, I work out of three desks in three offices in two cities six months of every year. The rest of the time I try to get a grip on my sanity.

How did I get the job? I was trained, as I say, not as an information specialist, but as a poet. I got a B.A. in English from Hobart College in Geneva, New York; I then got a Master of Fine Arts degree from the University of Iowa Writers' Workshop in creative writing and poetry. Then I came back to Syracuse to try and get a job. What I wanted at that point, to be perfectly honest with you, was a simple eight hour a day job so I could go home at 5:00, write poems, and send them off to the *New Yorker*. I couldn't get a job. If there's a difference between education and training, I was educated. I kept looking around, and I actually wound up as a *maitre d'hotel* at this hotel for a short time. In time, through people I knew, I was introduced to the editor of the newspaper, and I got a job as a reporter.

I thought, Great, I'll do this for a while until I can find something that will get me that 9:00 to 5:00 position. I started out on the night side, went to the city side, and had been there for about a year when I had a call

asking me if I would like to be the editor of a paper called the *Central New York Business Review*. I said fine, if they would pay me a little more money. They agreed to this, so I went. After doing that for eight months or so, I had an offer from the *Syracuse New Times*, which is a weekly newspaper, to become their Editor-in-Chief. So I went over there for a while. The idea was that we would mainline the paper and do some interesting things with it, but they were in the middle of a lot of budget problems, and through a series of events I don't want to go into here, I got disgusted and resigned.

A month later, Lombardi called me and asked if I would like a job. I said fine, just pay me a little more than I was making before. So that's how I got to where I am. I should say that I don't think this is a typical story. There are other ways of getting to jobs like mine; people do it all the time. There are 60 State Senators and 150 Assemblymen and they all need people who can compile and put together information and handle this kind of work. They need them in two separate shifts: one is the so-called session employee who works from January, when the session starts, until it is over. That seems to take place in July now, though legislators are telling me that when they started running for office, even as far back as '68, they were absolutely promised that they would only have to go from January to March. Sessions seem to keep on going longer and I think we are probably heading for a full-time legislature. From November until January, there are people all over Albany looking for jobs, and most of them get them.

What skills are vital to my career? I've got to think that probably the ability to write well and quickly, to ask questions in the right way, to get answers very rapidly, to read constantly. Reading is something we just have to do; there's no way around that. The morning opens with four newspapers, after which we read all of the weeklies that are around, plus all of the paper that comes out of the agencies we have, which is just an endless stream. I never realized how much paper there was in government. Plus the bills, plus the memos, plus talking to people all day. It's an exhausting job, and it's not anything you can pack into eight hours. I should say that, right now, an average day in Albany is about 12 to 15 hours. If you are looking for a compressed job, don't do what I did. The other skill that I think is vital to my job is my ability to recognize the crap factor, i.e., to discount credibility in certain people. Some people you can trust 30%, 50%, 95%, but there's no one, I think, that you can trust totally. Everyone has a little bit of an interest that requires that the facts be twisted ever so slightly. At this point, I don't believe there is such a thing as politically irrelevant or non-politically "pure" data.

What skills do I lack? The ability to say no to people without turning them off. That's very difficult. The ability to organize an efficient library--my office looks like an apprentice landfill. I like stacks of paper, and I remember where everything is. Working out of two offices, I go back and forth a great deal, and I need to be able to organize an efficient library that will travel. As it is, I wind up feeling like a file cabinet. The ability to speed read, which I am morally opposed to. Patience, and by that, I mean the ability to sit through long meetings without getting bored, listening endlessly to the same arguments over and over and over. That is certainly a factor in this job. Because this is a political, governmental job, there's a great deal of salving of egos; egos do get touchy sometimes.

But patience is a personal trait, rather than an information skill, and I'm not sure they teach that in library school. Nonetheless, it is a very important factor in this job.

Here are a couple of recent, concrete examples of what I do all day. A lady calls to say her basement is being flooded. Why is it being flooded? The company that bought the lot behind hers has put a pile of dirt there so that the lot is now higher than the level of her back yard, and when it rains, the water pours right into her basement. We respond to this kind of call. We get it down in writing somewhere, write a letter to the relevant city or county official, get an acknowledgement back that they are going to conduct an investigation, and follow up later to find out what they did. They said they got in touch with the company and persuaded them to reduce the size of the dirt pile, so the lady's cellar is presumably dry now. That's a fairly simple, direct call-for-help function.

Here's another very direct one. A garage owner calls to say the state is shutting him down. (People don't talk this politely on the phone--they are always somehow in a pressure situation.) The first problem is to figure out what he is talking about. It turns out that what he really means is that his inspection license has been revoked. Why? What you gradually find out over the course of, say a morning, is that he was shut down because the state instituted a new kind of inspection of licenses. They have an unmarked car coming into gas stations, and if someone doesn't follow all the rules and regulations laid out by one of our state agencies for full inspection procedures, they come back later and pull the license to inspect cars.

What we also found out that morning was that, besides the garage owner who called us, three others were busted; none had been told why they were being shut down or for how long; the local Department of Motor Vehicles official responsible for the program may have been a bit overzealous; that there was a certain amount of bad blood between this official and the head of the local service station operators association (they hadn't talked to each other in over a year); that there is an appeal system that will hold off the suspension of the inspection certificate; and that there is a way to deal with the problem itself.

You begin by trying to arrange a meeting between the local service station association official and the local DMV person. You pressure some of the relevant parts of the bureaucracy so at least the garage owners find out why their licenses were revoked, and suggest that they file an appeal immediately. They still have to go through the entire process and through the large bureaucracy. It is supposed to take two months, but in reality, it takes up to six, during which time they lose revenue constantly because they can't inspect cars until everything is settled. That example involved a little more work, gathering information and reaching a partial solution.

Another example I brought along involved full research in a case--pregnancy disability benefits, which is an issue that has caused a bit of controversy. In December, the U.S. Supreme Court said companies don't have to pay pregnancy disability benefits to female workers. Two weeks later, the New York State Court of Appeals ruled that pregnancy has to be covered under the State Human Rights Law, which supersedes a portion of the

Disability Law. A week later, the State Human Rights Division decided that not only did the benefits have to be paid pursuant to the court's order, but that they have to be paid a year retroactively at a cost of around a hundred million or so. Understandably, we began to get calls from local businessmen who wanted us to do something about it. So Lombardi told us to look into the problem and find out what the alternatives would be. What it all boils down to is that, although other states have partial coverage for pregnancy disabilities, because of the Human Rights Law in New York State, the coverage will have to be for an entire 28 week term or be declared unconstitutional. I personally started out in favor of providing benefits, but have wound up on the other side of the fence because of the 28-week or nothing factor. Pregnancy disability benefits aren't going to help anyone if business is driven out of the state and women can't get jobs. The negotiated package that passed the Legislature this session contains an agreement to amend the Disability Law to limit pregnancy coverage to eight weeks. Which means that next year, we'll be back facing the same issue again with the same terms, because we will have been to court by that time, and the limit will have been struck down. Senator Lombardi introduced legislation to eliminate the mandatory provision of pregnancy disability benefits in New York, in favor of having them optionally provided as the result of agreements at the bargaining table. Although our bill was not the one that was finally signed into law, I still believe it took the correct stand.

The particular research on that case took about three weeks and involved a number of contacts: other legislators, the Human Rights Division, Workmen's Compensation, the Governor's Office, the State Labor Committee, and numerous other Senators when we started looking for co-sponsors on our legislation.

Another issue that came up this year had to do with the Metcalfe-Hatch Act. That's a law in New York State that allows laboratories to requisition cats and dogs from public pounds for experimental purposes. This is an extremely emotional issue, and every year since the law was passed in 1952, there has been an attempt to repeal it. There has been no resolution at this point; legislation which came up in our committee and was voted out never got to the floor of the Legislature. So this issue will be coming up again next year. This again was a long-term kind of project which involved pulling together a number of testimonials, backgrounds, statistics, fact sheets, from almost every source you can find including the State Health Department, and a general survey of laboratories in the state and public pounds. I was the one who talked to the fellows from pressure groups, e.g., the Humane Societies of New York, the Freedom Association, and the Citizens for Concerned Animals. I also met with the lobbyists, and answered the numerous letters.

I see an information specialist fitting into my sphere of work, although I don't know that I am an information professional in the strict sense that you people are. I am not convinced that you need to have a degree. The Director of our Committee, for example, started into the Legislature seventeen years ago as a secretary. She has never had anything beyond an A.A. diploma, but has gradually worked herself up through aggressiveness, intelligence, force of personality, and a willingness to work her head off, to the point where she is now not only Director of the Committee, but also sits on the overall council which plans all health policy in New York State.

The way to find this kind of job, if you are interested, is to start with your local representative or senator. Write to him, tell him you are looking for a job, and ask for a meeting. He has to respond--you are a constituent and a possible vote. Then meet with him, but don't stop there. Go to the state capital and start circulating around. There is a vast need for people who can commandeer information and make it accessible in readable form--no legislator has time to answer 40,000 calls and letters per year. If the legislator is impressed with your credentials, he will usually circulate your resume with a recommendation to other legislators. You may have to go down and make a personal appearance, because the legislators are constantly hiring. In session, the employee level escalates sharply; after session, it tends to go down and level off a bit. You may not wind up as a permanent employee the first time, but if you are persistent, you might eventually.

That's a very fast overview of my job. Are there any questions?

Q. What is the difference between your job and what a journalist does?

A. One difference is that I have to make judgements; one of the nice things about journalism is that you don't. You go out, you describe, you give both sides of the argument, and you go home, unless you are an editorial writer. Another difference is that I become an actor, rather than a detached observer as a journalist is obliged to be, whether he likes it or not. After two and a half years on this job, I am finally convinced that we actually do succeed in doing positive things for some people; we do trace welfare checks and Social Security checks and find them. I think we do help get people through the rigors of day to day living in New York occasionally.

Q. You talk a great deal about contacts where you get your information. Do you rely more on people than on printed information, the way librarians tend to think of it, reference books and so on?

A. With both, quite honestly. The information turnaround in this particular kind of job is extremely fast. The three weeks given us for Metcalfe-Hatch and the time I was given on the pregnancy disability benefits issue were a little unusual. Ordinarily, the turnaround is less than a day. A call comes in from your legislator to say he is meeting that night with a group on the Syracuse school budget and he needs a complete 20-minute briefing by 4:00 pm. That's fast: you have to read your head off, talk to people, find out what the pressure points are, and what the figures mean. So it's a combination. Some issues require a great deal of background material, which means collating articles, perhaps doing a precis, in addition to the interviewing and talking with people.

Q. Is your budget flexible enough for you to contract for a specific person for a single project?

A. Yes, the budget is flexible enough to allow for that. Would they do it? Probably not. What they tend to do is hire you for a six months stint, say, during session when they have more money, to come in and work on specific

projects. We now have the Senate Fellowship Program, which brings people onto staff for a year to do that kind of work. I don't think there are any library people. They are coming in from municipal government, from places like the Maxwell School. One person came in from Vassar--I guess she figured that would be enough. She was the one we hired, as a matter of fact. The basis on which we hired people was flexibility of their personalities, their eagerness, their articulateness, whether in our judgement they would work with other legislators and other staff people. Policy questions were asked only to find out whether the candidate was articulate enough to deal with the issues.

Q. How much analysis training should be added to the existing library curriculum to prepare people for a job like yours?

A. Quite honestly, I don't know. I know there's a great deal of on the job training that goes on. You simply begin to pick it up, or you go berserk. One of the most important things in what I do is to know where to get the information, how to compile it, and how to present it in useable form.

Q. Would you give us a range of annual salaries for this kind of work?

A. The range of salaries is all over the lot. I get paid $13,350 which I hope they will raise by a significant amount this year. My counterpart researcher on the Albany Health staff makes just about the same amount I do, and I have the impression that our counterparts on other committees make in the same range, approximately $12,000 to $19,000.

Q. Is the response of the Legislative Reference Section of the State Library suitable for the kind of information you need?

A. Yes. During General Session, they get driven crazy, and the response time is about a day. We can work inside that.

RUTH ANN BARRETT
The Association of Junior Leagues, Inc.
New York, New York

Ruth Ann Barrett is the Director of Information and Research for the Association of Junior Leagues. She has been a Graduate Fellow in the Community Information Specialist program at the University of Toledo School of Library and Information Services, and worked with the Toledo Fire Department. She has been involved in local government; worked in media and in administrative positions; produced a half-hour color film exploring the attitudes and values of two women members of a small town council; and her hobby is grant writing. Her major concern in information is the kind that is needed before it can get into print and she feels a strong commitment to the public and not for profit sector.

The Association of Junior Leagues represents autonomous, nonprofit, charitable organizations in the United States, Canada, and Mexico, so we are an international organization. We have 234 members, and our goals and objectives are to promote volunteerism, to develop the potential of our members for voluntary participation in community affairs, and to demonstrate the effectiveness of the trained volunteer. Although League activities focus on women in the volunteer sector, we are an organization of women, rather than a women's organization.

What do I do? I attempt, and I do all kinds of things in the attempt, to meet the information and research needs of the 19 members of the policy making board of the association as well as our staff, which may be 38 to 50 people at any given time. We have six regional offices in the United States, and staff members in those offices. I also attempt to meet the information needs of our 234 member Junior Leagues. This means that I get requests from presidents of these organizations, and from members serving on planning committees or working on community research.

There are five departments in the Association: Communications; Finance; Area League Services; Special Events, which consists of conference planning and training--we do a lot of both; and Information and Research. One of the reasons why I took the job was that it was the first title I had ever seen that combined what I thought was a natural combination of information and research. There is an information center in the department with two librarians, one full-time and one part-time, a Research Associate, and me.

The center is not what you would call a real library: it consists of very extensive files, hundreds of them, all over the place, and unmarked. I am more apt to turn to the telephone. I tend to spend a lot of time in professional organizations to find out who knows what is going on, thereby cutting down on the calling process. But I will call California, Albany, Washington, D.C., if I need to. I think that the telephone and electronic data processing will be central to the operations of any information person

in the next five years.

How did I get the job? I was formerly Chairwoman of the National Committee on Women in Public Administration of the American Society for Public Administration, and that committee was charged with developing programs within a professional association that would increase the opportunities for women in the public sector. As such, I am a public administrator. My overall interest commitment is in the not for profit and public sector, and I have worked in nonprofit organizations and associations. It was natural for me to come to the Association: Junior Leagues are involved in over a thousand community projects, ranging from information referral, rape crisis centers, wife beating, and learning disabilities, to art, health, and education.

It seems to me that until our information-related skills are applied to the human service area, that area will continue to be very far behind the business and private sectors. And so, if one has a commitment, I am committed to that.

By the time information makes it into print and it is sent to me, it is too late: I have already solved the problem somehow. The time frame for print is unrealistic for the practitioner. Let me give you an example. For a long time, I read a professional journal for political scientists because I have an interest in that area. But when they described cities I had recently visited, I didn't know what they were talking about. That journal accepts articles five years before the publication date, and that is an incredibly long period of time these days. So I think the whole concept of time in librarian's terms is unrealistic.

Incidentally, I hate using the word librarian. To me, the title is too functional and building oriented. I think the shape of things will make that building obsolete, and without the building, the title will be even more meaningless. You ought to move into something else: information specialist; community information specialist; consumer affairs advocacy specialist; data base manager--that is, in effect, what a lot of librarians are, even though their data bases may not be electronically operated; grant specialist; information manager; media-video specialist; records manager; public information officer; systems analyst; systems programmer; or public administrator--that covers a variety of sins.

It must be obvious to you by now that I am not a traditional librarian. One of my criteria for employment is that the atmosphere has to be supportive, and I don't do very well in libraries. I'm noisy, I walk if I have something on my mind and I make a lot of noise walking, I knock things over, I talk loudly when I'm excited, and I've been known to break down in the serials collection of one of our great libraries. I answer, or attempt to answer, and as politely as possible, anybody who asks me a question. If I don't know the answer, or I think my information is less than perfect, I will direct that person to someone else. I don't know why librarians would rather give you an answer from the *Encyclopaedia Britannica, 15th Edition,* than trust a professional in some other field who is sifting information every day of his/her life.

I got into computers when I was a student at the University of Toledo School of Library and Information Services, in what is called the Community Information Specialist program. They had both volunteer projects and internships. As a professional, I have always been very supportive of internship programs. If the educational organization can't do it, then it is up to the professionals to give students some idea of what goes on. Dr. Miles Martin, director of the program at Toledo, had laid out a number of places where one could do this sort of thing. The Fire Department was not one of them, but I had always wanted to work in a fire department. The only way I could get into one would be to volunteer--they really are not advertising for an information person who is a woman to work in a fire prevention bureau.

Three years prior to that, I had met an individual at a meeting of the American Society for Public Administration here in Syracuse, who had just finished a Ph.D. in public administration. I had never met anyone with this combination, so we talked. He told me all about fires, and that there would be a new administration within the next two years, probably called the National Fire Protection and Control Administration (NFPCA). I knew that the NFPCA had been formed in the Department of Commerce, and that they had money. I figured that the Toledo Fire Department might want some of that money, and since one of my interests is grant writing, I thought I could get it for them. So I went to work as a volunteer and later as an intern in the Fire Prevention Bureau of the Toledo Fire Department.

With a faculty member at Bowling Green State University, I helped set up something that we named FEIRS, which stands for Fire and Emergency Information Reporting System. What we did was take a system that had been established at the national level for processing fire data, expand it to include emergency data, and provide local reports to the fire department management as well as operating reports on where the fires were, who was getting burned, where the money was going, and the frequency of emergency calls in the city.

They had always done this manually. They maintained two sets of files for every fire going back to 1910: one was a name file and one an address file. Can you imagine how many people by the name of John Smith may have been in a house that has caught on fire over a ten-year period? A name file is about as helpful as no file at all, unless the person who has been filing the names for the last 20 years is still there. Even then, although that person may see patterns, this is not hard data that can be used to prove a point.

The logical thing for a file in a fire department or a police department is to move to computer processing of data. This information is important to planning: children and the elderly burn in fires. If the people in a community want to impact the fact that the elderly and children are paying for people's carelessness, they need solid fire data to build a case on. And the people need to be involved planning the data base to insure that it will be responsive to their needs.

Librarians who work in government offices or service organizations are already involved to some extent with this kind of information: it is essential in community planning and coping with human problems. I see this as a way to begin to integrate what has been a very book/print oriented profession into what is now the Information Age. This may be a difficult process because, as Marshall McLuhan has pointed out, people who live in a changing age usually are not aware that they are in it. They find it difficult to identify with and accept the changing attitudes and values of the new age. And if your attitude is all wrong, it is difficult to get a job.

Governor Brown of California has given us some excellent indications of what is recognized at the state policy level as being important: mobility and information. You will probably have to move around in the next 10 to 15 years, if you want to be successful; and your attitude toward information is going to have to be much broader because of rapid changes in technology. I have lived in San Francisco, Washington, D.C., Toledo, Bowling Green, New York City, and Anaheim, California. This has made it impossible for me to stay still long enough to finish a master's degree, but I will finish it. I don't think I'm that unusual.

Q. Have you ever worked in a library?

A. I did work for the General Motors Corporation in their Public Relations Library, and for the University of California at San Francisco Medical Center Library, but I never was a reference person.

Q. I had the impression that the Toledo program had been working on basic human needs. Many of these needs involve legal and medical questions, and I am wondering how far you can go in this kind of program in terms of providing legal and health information?

A. I think that question has really been addressed. However, I will say that I found out when I was in Toledo that social workers were into information and referral, and I wondered where the librarians were. It seems to me that librarians have decided that, by and large, it is best for them not to become involved in advocacy. Librarians, as we all know, give information from a variety of sources and let the patron make the judgements. To me, the exciting thing about information is that it is linked to advocacy. I don't see how you can live in the real world without making judgements.

Q. You have been so mobile, you have obviously looked for jobs many times. Could you give us a quick run through on how you go about job hunting in a new place?

A. One thing I've learned is that every group has a personnel system; the Federal government has a very elaborate one. I always try to figure out basically what is going on and what job titles are used in that particular system. Even after you complete form after form for the Federal government, you still have to go out there and hustle. If you wait for them to call you, it usually takes about five years, and cities are much

the same. Because I like working in the public sector, I'll try the city; the state, if there are state offices; the Federal government if there are Federal offices; and check out the nonprofit organizations. I narrow them down so I don't kill myself, and then I usually find out where these places are and what titles they use to designate who is doing what. Some places they call it a research assistant, some places a research associate. What's the difference? Money, usually. In some systems, research assistant is an entry level position.

Librarians are probably accustomed to bureaucracy, so they are familiar with library step 1, phase 3; library step 2, phase 5; and so on. You need to know about titles. If you go in asking for a job that doesn't have a title, you can create one, but that takes a lot of work. I also try to meet a lot of people. Most of the jobs I have had in the past have come on the basis of personal referral. Go to the annual meeting of your professional organizations--not just ALA or SLA, but the whole gamut--and talk to people, find out what is going on, and use a job bank if they have one. Most do. You can write off the expenses on your income tax if nobody will pay for you to go.

But if it all comes down to really, there is nothing out there, or you are starting to get nasty because you have been out there too long, then try to find someone who will sponsor you to write a grant. Universities are the best place to do that because the departments that do get grant monies are rewarded. If you get the money, then you are a consultant to that university or project director on that grant. There are a lot of people who can fill you in on this in universities. What you really have to do is think and figure out what is going on.

CELESTE SILVERS
FIND/SVP
New York, New York

Celeste Silvers is "in information" as a researcher for a private company which provides information-on-demand. She has never worked in a library: she finished her master's degree in library science two years ago, and was promptly hired by FIND because she had "it"--a combination of personality, intelligence, knowledge, and total awareness that makes it possible for her to cope with ringing telephones as well as complex questions from clients who have difficulty defining just what it is they need to know.

FIND/SVP is part of an international network of for fee information-on-demand services (the SVP stands for *s'il vous plait*), and we have offices in the United Kingdom, Canada, France, Italy, Belgium, Switzerland, Australia, and Japan, a new office in Mexico, and correspondents in several other countries.

Nineteen other researchers and I spend our time answering questions for our clients. In New York, we have 500 active accounts, and approximately 250 accounts are with Fortune 500 companies--we have a client from any type of business you can imagine. When my clients call me with their questions and problems--for which the scope is unlimited--what I do is take them through a process of several steps. It might take me 12 minutes, or it might take me three weeks, but the process is designed to provide them with the information to answer their questions.

The first three steps are intertwined: what they need, when they need it, why they need it. People frequently ask for something that is not really what they want, so we have to speak to that client and find out exactly what it is he needs and expects. One client, who is a very intelligent man, asked for a list of satellites to be sent to him in the mail. I said to him, "Now wait a second. What is it you are looking for? Are we talking about United States satellites or foreign satellites? for weather, communication, or defense?" We narrowed down his inquiry to a listing of American satellites that are only used for transmission of long distance telephone calls--they could be stationary or revolving--and he wanted their names, the manufacturers if we could get that information, and how far up they are. We got his information, and he was very happy. The next time he called, he knew what to say to us.

When is the information needed? Everybody needed it yesterday but forgot to call us until tomorrow. You just have to deal with this, and we try to say that we have 24-hour turnaround time. Of course, when a client calls in the morning and expects to know everything about Jimmy Carter's mother-in-law by 2:00 that afternoon, with a package put on a plane to go to California by 4:00, we do it. We have to: our clients are paying us for a service.

And why they need it. Whether it's a bet with the guy next door or a $6 million account, we like to find out, because that puts a value on the information. You can find out how many trees there are in New York City by going around and counting the trees, or you can get an estimate from the Parks Department. It depends on your need for the information and how much you are willing to pay for it.

There are many information sources, but people who come to a library usually have not checked anywhere else. I deal with people who have either done some work themselves, or have gone to their information center or company library. Sometimes it is the company librarian who is my client. I have to discuss with them where they have been,what they have done, how they have done it, so I can take the search a step further and not waste time, energy, and money retracing steps.

One big problem that I have is that our clients will ask for information that might be confidential, and they call me because they think I can get it for them. I will only deal with information that is in the public domain. I will call a company and ask for their annual sales figure, but they don't have to answer me. I have had people hang up the phone on me. And I have to find out if it's okay with client to call the company. My client remains confidential in any case, but sometimes they would rather not have me call the company or the person they want the information on.

To retrieve information in house, we have over 10,000 subject files. They are cross referenced and constantly updated by the researchers. We have manual printed indexes, plus on-line capabilities to over 84 data bases. We also have a basic reference library with encyclopedias, dictionaries, *Moody's, Books in Print, Thomas' Register*. Remember, we are dealing with all different types of clients, and we have to have as much information as possible on hand to answer their questions in the shortest turnaround time. We also have many trade publications and directories produced by associations for products, manufacturers, and services. For telephone interviews, we have WATTS line capabilities so that we can call throughout the United States at a minimum charge. We use government information from federal, state, and local sources. The trick is to know where to call to get at the information quickly. We have periodical holdings of 450 titles, quite a bit of that on microfiche to save space. Space is limited, and in New York, very expensive. When I cannot answer the question completely, I go to other information companies, to other information sources, to research reports. Internally we have capabilities such as a Research from Wall Street Department, that is now marketing *Institutional Investor Reports*. We also have a separate Computer Search Service. All of the researchers are trained in on-line searching. But when the search or problem just needs a routine computer search on 20 data bases, we have one person who does nothing else but take care of this kind of search. We also have a Custom Department which will tailor a study to your needs.

The next step is the evaluation of the information that has been retrieved. If it's a simple factual question, there's no real problem. But there are times when the search involves a very complex set of questions,

I have compiled quite a bit of information, and it's difficult to be sure what is worthwhile. I once had a very, very, complex question. The client was asking about two products that are made of a mussel that is only grown in New Zealand. The mussel is ground up, and the extract put in a capsule. Supposedly this will help your osteoarthritis or rheumatoid arthritis. He was looking for other manufacturers of this product in the United States. Well, I couldn't find any manufacturers for him, but I was able to find out the licensing and manufacturing agreements for these two products; get samples of both products; locate a professor in California who is doing research in this area; and find out they could import the mussels from Holland, where they are also grown.

To do this, I had to do a manual literature search and a computer search; I went to government sources; I did telephone interviewing; I did a bit of everything that I mentioned. And, in the end, I came up with this information that my client said he could not retrieve even from his lawyers, and I saved him a $6 million contract. To me, the information was not what he was looking for, but you can't always evaluate what you are getting.

Finally, I have the delivery, whether it be by telephoning my client, in writing, or personal response. All in all, working at FIND as an information specialist is a job that requires library skills in that I am gathering, organizing, packaging, and disseminating information.

But I also have to be able to cope with ringing telephones. Can you imagine what it is like to go into a room where at least 40 telephones are ringing, and people are screaming, "Answer the phone!" They ring from 8:00 am to 6:00 pm. We work from 9:00 to 5:00, but FIND expects us to be there to take care of the phones, so we are. It's a kind of dedication. We also have a code-a-phone going during non-business hours so clients can call us 24 hours a day. We listen to the messages and get back to the clients as quickly as possible. We also have private lines ringing. What I really want is a cordless telephone, so that when I'm on the computer running a search and the phone rings for me, I won't have to run across the room to get it!

This job entails constant pressure. FIND is not the place for a person who likes to sit down with five books and read a bit here and there, put things together, and come up with a report. You are constantly being questioned--What did you do? How did you do it? Why did you do it?--both by your clients and by other researchers who remember you working on that question three months ago. You have to remember how you did it, why you did it, for whom you did it, and get everything together now, three months later.

You also have to be able to work on four or five subjects at one time. I was working on the market for surgical sutures--manufacturers, market share, companies that are coming out with new products--at the same time as skin temperature changes in terms of diagnosing neoplasmic and non-neoplasmic conditions. I was running a search on Medline and Cancer Line on that, and I was trying to find back copies of *Vintage Magazine* for another client. The back copies of the magazine were the biggest problem.

The computer search I can deal with; the surgical sutures I can deal with, talking to Johnson & Johnson, asking them what their market share is. But to get the back issues, I finally had to go to the mother of one of my researchers. She lived in Washington State, and she had the actual copies which she was willing to send me air mail, if I would copy her favorite recipes from them.

FIND was my first professional job. It's a unique position, and while it has taught me quite a bit, I am still learning. I am just entering a management position. I now have the responsibility for the training of the newest employee. I feel very responsible, but she'll make it--she has "it." I am also in charge of making sure that a group of eight researchers work properly one day a week, so all the problems are usually left for me to deal with that day, and that's when all the problem clients call. But it's good experience and I am enjoying what I am doing.

Two years ago, I did not know where I would be, or what I would be doing. Cataloging appealed to me, but I also wanted to be with people, and that is what I am doing now. I am dealing with all kinds of clients constantly. I deal with the presidents of companies, secretaries, account executives, just about all types of people. I deal with government sources of information, I call trade publications, I call anybody to get information. In addition to being an information specialist for my client, I am a sales person for the company. There is a sales force at FIND, but when I speak to someone on the telephone who has found our name in the Yellow Pages and isn't sure just what we do, I become a sales person. I have to admit that I am very happy that some of my initial contacts have become subscribers; it is nice to know that I can do that, too.

But I don't know where I am going to be two years from now. Market research sounds great at this point, but I don't see any reason why any of us needs to limit his ideas about where he is going. I look at the client listing at FIND; all of these big companies have information needs, and we are the people who can service them. We know more about information than anybody else does. It's up to us to find out who makes decisions and go out and sell ourselves.

Right now, FIND is great for me. Every day when I come to the office I have all these questions to answer, and it's probably the only place in the world where I could get so many different types of questions. What is the market for pulsating shower heads, sales, forecast, number in use, manufacturers, price, background, any side effects? (Side effects of pulsating shower heads?) Or it might be the origin of the Toll House cookie, or buy me tickets for a Broadway show, rent a car, and make dinner reservations for myself and my party of 20. Find out the advertising expenditures for paper towels, paper napkins, toilet tissue, toilet paper, whatever else. Compile a list of all new cigarette introductions for the past ten years with newspaper clippings. Look up the terms of a recent business merger and the latest SEC data on the companies concerned. How many people wear contact lenses, soft and hard breakdown, please; male and female breakdown, please; find out the age and demographics of the postal service worker. That's one we are working on now. And I was once personally responsible for

helping a client sell 300 ampoules of Beefalo semen.

Q. Does everyone on your research staff have specialities, or do you all handle a broad range of questions?

A. We have two separate sections: one is more scientific, i.e., medically and technically oriented, and the other is more consumer. I had a liberal arts degree in English education, but I was drawn to the medical aspects, so in the two years I've been there, I've become a medical/health care specialist. I'm a Medline analyst, and I deal with all of the pharmaceutical companies and medical equipment manufacturers. Some of us do come with specialities--one girl with an art degree deals with most of those questions. But we're still trying to sift out, and we don't have enough questions in certain areas to really warrant one person dealing only in that subject. Part of the job is being able to jump back and forth to different areas.

Q. Are there a lot of organizations generating information that are similar to FIND?

A. Not on the internationl level. But, I should point out, we are accessing information, not generating it. As for similar companies, I would rather not discuss our competition. However, on the international level, I think FIND is in a unique position to serve the client who needs international or European sales information.

Q. Exactly how are the questions screened? Is it like a reference desk where whoever answers the phone gets the question, or do you have an intricate process whereby you get the ones in your specialty?

A. We have two separate access telephone numbers, and certain clients get one while other clients get the other. A few of us are specifically trained to be able to deal with the client at the time the question is taken in, and we try to have the client deal directly with the researcher who will handle his question.

Q. What does the package look like that you deliver to a client? Suppose you can't just give him a name or a number, or copyrighted materials?

A. It may not be a package. If the question is the address and telephone number of an association, I can call the client and give him the information on the phone. If the question takes more time, it depends on the client and what the question is. I might send out a stack of five or six photocopied articles, which I can still legally do now, or I might type up an answer sheet or send a form letter, a table, or a chart. This is part of the negotiation to see what the client needs. Some would rather sift through 50 articles, another would rather have one sales figure for ice cream and one figure for something else. You mentioned copyright. FIND is supporting the Copyright Clearance Center, Inc. completely. We are not in the business of generating information, and if Predicast were to go out of business, I would be up the creek. So whatever royalty fees are decided on, FIND will, to the best of their ability, do everything they can to comply with all the laws and regulations.

Q. How much use do you make of the public library?

A. It's hard to say. We have a staff of four part-time women, all of them with degrees in library science, who do my outside library work. Some times we need an article that is available in the library, or a copy of *Business Week* that I am missing, or I may need information on a subject that is not covered in our in house files. We are located across the street from the public library, but most of us do not leave the office. We are building our in house capability so that we don't have to send people out.

Q. If you were doing a search for a client and came up with three conflicting ansers, all from supposedly authoritative sources, what would you do?

A. I would give him all three answers, quoting each of the sources of information, and let him make the judgement. If he wanted me to pursue it from there and see how each of the three arrived at that answer, that would be the next step.

Q. What kinds of records do you keep of the searches that are made?

A. This is something that we hope to remedy very, very shortly. Right now, we keep the question sheet that is done for each inquiry. These are filed by subscriber number. Unless you remember which subscriber you did the work for, it is very difficult to get back to certain information. We log in each computer search, and we keep that information for about a year. If we can remember approximately when we ran a search, we can double check that to find a subscriber's name. Fortunately, most of us have very good memories. One thing I think is unique about FIND is that we all work together. Someone may hear me talking on the phone about surgical sutures and rush over with an article or a table of contents. We have to keep up with our reading, and tables of contents are generated every day and routed around to all of us. That way, we can check off the articles we would like to see or have put in the files.

Q. Will you do one-shot questions for clients, or do you work strictly on a yearly contract basis?

A. We do handle a one time need for a client, whether it be an individual or a company, but we usually work on a monthly retainer fee. Yearly comes later on. We have to play it by ear at the beginning until the prospective subscriber finds out what we can do, what we can't do, and until we find out what they need and how they need it.

Q. Do you go to other sources for information you can't get yourself, and are they cooperative? Do they charge you a fee?

A. I will willingly pay for any information that is given to me. I have to verify that, and the cost is then passed on to the client, who is told that there is a cost involved because I have spoken to a consultant. I have working agreements with people in various associations, who will call

me back when I can help them. Since most of the information I am looking for is in the public domain, that usually isn't a problem. Most trade associations are happy to tell you what the per capita consumption of pasta is; they have collected the data and they are more than willing to give it out. This is something you have to play by ear.

Q. What happens when you work on a question, you have the information readily available, and a month or two later you have a request for the same information?

A. Everything is based realistically on time, so the new client will pay for the time it takes to retrieve the information for him, which will be much less. It may have taken over two years to get that file together the first time, but the information simply wasn't available then. Now it is, and it is available for another client. It becomes a matter of my expertise and the capability of FIND to have that information for him. That happens in every business, I think, as technology improves.

Q. Is this really a money making enterprise for the owners? Are you paid on a scale similar to what you would be making as a reference librarian in a public or academic library?

A. FIND is a private company and I have not seen the bottom line. I honestly don't know, though we certainly have enough business and seem to be doing well. Salaries are low. Starting salaries of my classmates who are in public libraries were higher, but my salary has improved and it's comparable now to salaries in a private library.

Q. How about the transition? You went into librarianship and you came out something else. Did you go through a mental process to be able to work for FIND?

A. The biggest problem for me was going from an academic atmosphere to a for-profit organization that is geared and set up to make money, and having to contend and think that way. The first time someone said to me, "I have the information you need, but you can't have it," and hung up on me, that was real mental anguish. The training is just the usual thing that is done in any company, showing me how the business is run. I have never worked in a public library. Maybe if I had, the transition would have been more difficult. But I am still in a service oriented organization.

Q. Would you care to talk a little bit about how these 10,000 subject files are organized?

A. We have a full time librarian who does no research except for running some computer searches for us. She takes care of the acquisitions and cataloging of the collection, as well as the card catalog and keeping the files updated.

Q. Is the subject file classified under any particular system?

A. It is alphabetically arranged, and our subject heading are internally

oriented. We know where the information is. Our books were shelved by subject and type, e.g., all the directories were together. But now we are getting too big for that, and we are going to Dewey. It's awful--nobody can find the green management book or the red consultant book any more.

Q. How many questions do you get from non-business people or organizations that might go to the public library?

A. We have quite a few people coming in who are working on master's or doctoral theses and need computer searches or certain information researched for them. We also have quite a few clients that are not for profit--a few governmental agencies, some hospitals. It's not a major part of our business, but we do help them and they need our assistance.

EUGENE GARFIELD
Institute for Scientific Information (ISI)
Philadelphia, Pennsylvania

Eugene Garfield, Director and founder of ISI, has a B.S. in chemistry, a master's degree in library science, a Ph.D. in structural linguistics, and experience in machine retrieval of information, which together with an idea, have grown into an information services company that today has almost 400 employees and a lengthy list of services familiar to researchers in science and social science. The company is still growing. He discussed ISI's ideas for a new product in Arts and Humanities here today, as well as opportunities for employment in information publishing.

As I understand it, most of you are interested in finding either new jobs or possibilities for new careers. So I will try to stick to that subject though that is not really my area of expertise.

I have a certain fear of trying to speak in a library school; I haven't done it often. The last experience I had was at Rutgers, where the other speaker on the podium accused me of being an arch-capitalist--the library equivalent of the typical greedy multinational corporation. She was espousing her strong socialist bias, which is perfectly legitimate, but if she had her way, there would be no FIND, no free-lance librarians, no ISI. This is not an unusual attitude. Many of us, especially those who grew up during the Depression, were educated to think that the only solution for society's problems was for the government, the state, to provide all these services.

This attack was brought on by my statement, when I testified before the National Commission on Libraries and Information Science several years ago, that in the next generation every library will be more or less on a fee basis. This has happened so quickly that I can now think of calling myself a prophet. Twenty years from now, the only serious question will be how to take care of the people who can't afford the fee-based information society. That will be a cause for serious concern, and something we will all have to think about. But it won't apply merely to library services.

For those of you who didn't realize it already, I am not really a "librarian" and never was. I did work in the Welch Medical Library at Johns Hopkins University for a while. But that was not doing the usual library things. I worked in research.

Listening to the other speakers, I am reminded of the vast difference between the public library, nonprofit world, and the world in which I function. At ISI, my interests are still heavily in research so we have a great deal of contact with the academic world. Academics have very ambivalent feelings about commercialism, advertising, selling yourself. In the early

days of my career, I didn't do the crass commercial things you see me doing today, handing out brochures, that sort of thing. But if you want to get into the commercial world, you must have an aptitude and willingness to sell yourself. There are a lot of ways of doing that, but generally speaking, if you are highly introverted, it's not the best place for you to be.

Now, how did I get started in this kind of work? I can remember my mother saying to me when I graduated from Columbia with a degree in chemistry, "What are going to do now?" I said, "Mom, I'm going to be a student for the rest of my life; I just love school." The same question came up again when I graduated from Columbia University's School of Library Service about five years later. This time I said, "I think I am going to be a consultant." My half-brother, who now is also an entrepreneur and consultant in New York in computerized information retrieval, was a student. So my mother told all her friends, "My son is a consultant, and my younger son is also unemployed."

By a twist of fate, Smith, Kline and French Laboratories in Philadelphia was at that time making the headlines with the discovery of new tranquilizers. They had so much information on a drug called Thorazine that they felt they needed somebody who had some expertise in IBM machines (punch card equipment--they didn't call them "computers" then) and I was invited to work in Philadelphia for six months. This was a very difficult decision for me, because I had already promised to work with Professor Dostert at Georgetown University on the mechanical translation project. I was always interested in languages, and intended eventually to do something in linguistics. But I figured six months wouldn't make any difference, so I went to Philadelphia as a consultant for SK&F Laboratories.

Somebody asked me yesterday why I left Columbia without getting my doctorate there. My proposed dissertation topic--I had completed all the course requirements--concerned the application of machine methods in scientific documentation. There wasn't anybody on the faculty prepared to tackle the advisory requirement. I would have had to form an interdisciplinary committee with people from five separate departments. I don't know if you realize how difficult it is to get five professors together just for lunch, much less for such a purpose. So after several months I abandoned the effort. As it turned out, I had a similar problem at Johns Hopkins, and I went through three Ph.D. programs before I ever got one.

Anyhow, because the consulting job sounded so attractive, I did that for about six months. Then I started getting other consulting jobs. In fact, one of the jobs was for a previous employer. The project that I worked on at Johns Hopkins was sponsored by what was then the Army Medical Library. It later changed its name to the Armed Forces Medical Library, and finally the National Library of Medicine. I developed a system for them which was really the predecessor to MEDLARS. All of the machine methods that I developed at Johns Hopkins were brought to bear in that particular project. So I was intimately involved again with machine retrieval of information.

Somewhere along the line, another of my clients wanted me to do something similar to what I had already done in the field of library science. You may have heard of a publication called *Contents in Advance:* I started it almost 25 years ago at Johns Hopkins University because I had no simple way of keeping up with the literature in library research. One of the reasons I was canned from my job there was that I continued to prepare it after I had been told to stop. But I was always stubborn. I am afraid this is one of the qualities that you have to have if you want to get ahead in business.

I continued to prepare *Contents in Advance*, which was the forerunner of the current ISI publication, *Current Contents (CC)*. This product is, in fact, what has made ISI the financial success that it is, although today the *Science Citation Index* is also a very significant source of revenue. There are six different editions of *CC*. The life sciences edition has a readership around 300,000 people. This is based on the number of subscribers and the average number of readers.

Anyhow, that's how it all began. I was like some of the free-lancers here; I started by myself, and I had help from my family. In fact, the girl I was married to at that time did all the paste-up work for *Current Contents*. She even managed to have her first baby between weekly editions.

Almost every year since 1957 when *Current Contents: Life Sciences* began, we have introduced one or more new products or variations on a product. We completed the research on *Science Citation Index* in 1961; that's where the files begin now. We really launched it in 1964. The first Permuterm Subject Index came in 1966. The index is now an integral part of SCI. *Current Abstracts for Chemistry/Index Chemicus* was started in 1961. There have been major spinoffs and variations on that in various years.

We have come through plenty of crisis years. I practically bankrupted the company in launching *Science Citation Index*. It was a financial risk that only a fool would take, but I took it. Fortunately, we were able to hold out long enough, and we are doing very well financially. Fools walk in where wise men fear to tread.

But we still start new products every year. When you have a company of almost 400 people, a kind of momentum builds up that forces you in this direction, even if you would like to take a rest. All the young people in the company, with few exceptions, have their own ambitions and strive to grow; and the only way they can do that is when the company grows. Of course, the company can never grow as fast as the total aspirations of all the individuals in that company. So we have a lot of our own alumni, most of them good friends.

Next year we are going to do the *Arts and Humanities Index*, which is not a field that you would expect a science-oriented company to get involved with. Though I was trained as a scientist, I have never had a total commitment to science. While it is vital in the modern world, I do not value it

more than the arts and humanities.

We are also considering other products outside of science. One product will be of major interest to public libraries. This is in the area of contemporary and public affairs.

I constantly receive letters about jobs. Anyone is free to send an application to ISI, but we obviously cannot employ all the people who apply. One of the difficulties of running a business is that you sometimes exercise discipline, you often have to say "no," even though it is painful.

A lot of people think that business has to be brutal and ruthless: that's not true. Relatively few people in my company have ever been fired. I think that the people who leave do so because of their own desire, or because of pressure that is brought on them by their own colleagues if they don't pull their own weight. I think that's fair. But we don't fire people on a whim. That means that security in a company like mine is possibly greater than in some government jobs, where you suddenly hear one year that a whole agency is wiped out. We don't yet have elaborate pension plans that some people would like, but we do keep adding all kind of interesting fringe benefits, and we pay competitive salaries. The range is $10,000 to $45,000 a year. And we have people with library degrees or the equivalent with salaries all along that range.

No degree, including the Ph.D., has any special significance in salary evaluation; either the degree or its equivalent is posted for every job. I am opposed to the idea that a degree entitles anyone to special privileges, so your library degree does not entitle you to special consideration. However, I would consider the library degree to be a fantastic additional tool, especially if it includes computer programming. I think today, with the pervasion of the computer in our lives, that would be an important thing for you to have under your belt.

People with library degrees at ISI do every kind of work you can think of. Several are in our marketing department; on the other hand, we have had people who were working as book salesmen who were able to learn enough about the information business to qualify as representatives, and we take great pride in the people that we send out to visit customers. One library science graduate is now a director and has charge of data base operations. That means he is in charge of something like 150 people, who are basically our special version of catalogers. They are citation indexers. These are people who, without any library training, are taught how to process journal articles for our products, especially *Science Citation Index* and *Social Sciences Citation Index*. We take mostly females (males won't take the jobs), intelligent high school graduates who learn how to operate a key punch machine, and we teach them the vagaries of bibliographic citation, how to process and address, all those things. It takes three to four months. We don't require a library degree, and I think the average librarian would feel "put down" in one of these jobs. Some of these key punchers make $10,000 a year, depending on how long they have been at ISI and how well they do the work. A number of

people have come up through that route. One I can think of became a marketing manager after starting as a key punch operator and going to night school, and eventually to law school.

A lot of people ask me whether they can make it in business. I think there's just too much people are afraid of. If you can hold out for enough years, if you have anything at all, I think you can make it. I know a number of people who have done it successfully, including some former ISI employees. However, if you are a person who likes to take it easy, stay away from business; go look for a job somewhere where they'll permit you to go at your own pace.

Q. When you started, information products were a new idea. Now that the ideas are somewhat proven, would it be easier to raise capital to do what you have done?

A. It is not easy to raise capital today. However, if you have a good idea, I think the mystery is out of this type of thing and it would definitely be easier.

Q. Are you ready to tell us more about the *Arts and Humanities Index* now? What will be the format?

A. Basically, it will look like the other ISI indexes. It will be a citation index, in addition to a subject index and an author index. But it will have in it a great deal of "title enrichment" because of the nature of the material that is being indexed, and a great deal of indexing of "implicit citations." If someone writes an article about Picasso and the entire thing is a discussion of Guernica, the name of the painting will be indexed. It will have a minimum of 50,000 articles from at least 1,000 journals a year, half American, half foreign. We will have to define humanities very carefully, because it already overlaps with our *Social Sciences Citation Index*.

Q. Can you tell us about the special products you have in mind for public libraries?

A. I would rather not go into much detail about that now, but I will tell you about another new product, a *Current Contents* publication that covers general magazines. It's in the area of the more widely read publications such as *Atlantic, Fortune,* and so forth. I think that it's needed, and that it will be a success, although every study we have done so far indicates that there's a very tough road ahead of us.

Q. You mentioned some of the jobs you have at ISI. Would you have any employment especially for free-lance librarians?

A. We use a large number of consultants, yes, but it depends on the situation. A few of the people we hire to do indexing and abstracting for

Current Abstracts for Chemistry/Index Chemicus are on consultant status and work part-time. But we try to have most of the work done inhouse. One of our former employees now has his own company as a free-lancer, and we are one of his customers. Another of our people, a pure scientist, has just gone into business for himself, and will probably get work from us. We try to maintain good relations with all our former employees; a lot of them come back, as a matter of fact.

Q. We get four of your *Current Contents* titles at our library. They are all kept in the same area, and users frequently get them mixed up. Did you ever consider putting them out with different colored covers?

A. We realize that the designs are not that much different, but color involved a different process, and we might have to sacrifice some coverage to pay for the change. Unfortunately, there aren't enough subscribers that get four and keep them in the same place to make that a major problem.

PANEL DISCUSSION

Panelists: Ruth Ann Barrett, Eugene Garfield, Bob Herz, Celeste Silvers, Alice Warner

Moderator: Maxine Davis

An informal panel discussion based entirely on questions from the floor concluded the day's activities. Participants were invited to address their questions to any or all of the speakers.

Q. I would like all of the information brokers to talk about any limitations they may have as to subject matter they will deal with, and particularly how far they will go with legal and medical questions. I was told in library school that these questions are strictly taboo, and that librarians should not give advice in any form. I'm really wondering how the information broker deals with this now that they are taking on some referrals and making judgements.

A. *(Warner)* As to questions that we do not handle, we won't do anything illegal, and we won't do industrial spying. With medical and legal questions, we explain that we will not draw judgements, with lawyers particularly. With people who have invented something and want us to do a quick and nasty patent search, we explain that our staff are librarians, they are familiar with *Patent Index*, and they will be happy to do a preliminary search. However, our clients must understand that we are not patent lawyers, and they cannot construe what we give them as a thorough, watertight search as would a patent lawyer. These inventors are not always rich, and they have been happy to have us help them out in the first stages. Our medical searches have been primarily for lawyers who are working on medical malpractice cases. We give them a track record of our search as we conducted it: we looked in *Index Medicus* under such and such a heading, for so many years, and the same for the other indexes we consulted, and these are the articles which our searchers felt would be most useful to you. That's it.

A. *(Silvers)* FIND also does no industrial spying, and we will not touch any legal questions. We immediately suggest that the client contact a lawyer or other legally qualified person. As for medical questions, most of them come from pharmaceutical manufacturers, and they usually involve literature searches about techniques and procedures; those we do.

A. *(Davis)* I personally have never had any legal or medical searches, but the only questions I would consider doing would be something general like the background or history of a disease: I would not consider giving advice, or even referral.

A. *(Participant)* In the Chicago Public Library, the Art Department has a similar situation. People frequently ask us to appraise whatever it is they have. They are asking us to make judgements, which I don't think is really a library function.

A. *(Warner)* I would say that that kind of question has been a non-issue for most of us. Shall we change the subject?

Q. One of the areas that is growing up now that is an alternative to standard library work is networking, and that hasn't been mentioned. What would be the job opportunities there?

A. *(Warner)* I think that's very pertinent to our discussion of alternative careers, though not so much to those of us who are working in private companies. Networks are within the public sector, but we at Warner-Eddison Associates have done quite a bit of work with the New England Board of Higher Education and NELINET and NASIC, and we have gotten to know a number of very fine professionals who are working in these networks. I would say that what is needed there is a larger vision than is needed by a reference librarian in Syracuse, New York. You would need a vision of the whole New England area, and the vision to think ahead about relationships of one network with another network. Your vocabulary has to be much bigger, and your ability to travel a lot greater. If you are working for a network in any kind of a responsible position, you're going to spend a good deal of time on the road. Your job is either going to be teaching other people how to use a certain kind of computer that your network is pilot testing, or you have to represent your network in some place that doesn't belong to it yet. A lot of network people are on the road, and they are under pressure to speak as we are today, to present papers, and exhibit at conferences.

Q. Do you see this as a new career opportunity, or as simply a passing phase?

A. *(Warner)* I see it as a growing thing, very much so. I've seen people who started out as little guys at a network get promoted within that network, and then go on to higher jobs in another part of the country in another network. They are people whose whole training after library school has been in some sort of network ladder. It's very much another kind of career that's developing.

Q. I'm most interested in current awareness and SDI (Selected Dissemination of Information). Where would you go to get into this sort of thing? Do you have SDI in your companies?

A. *(Silvers)* We do it for our clients on a regular quarterly or monthly basis, depending on the client, although we would do it for someone who wanted a complete update on a certain company or subject on a one-shot basis. I have one client who needs import statistics every month, and they are mailed out to him as they come in to FIND.

A. *(Warner)* Warner-Eddison does do current awareness for clients, though not as many as we would like. We send many people to ISI to ask for *ASCA-Profiles* and *Current Contents*--the first three months trial is very inexpensive--but we also do some of it ourselves. Our most recent, which may turn into something, is reading the *Commerce Business Daily* very carefully for about ten clients, just tearing out pages and marking things that they

might want to know about. We even have one client who stops by every Thursday and picks up from by the front door what is left of the paper. This is a very small kind of SDI, but it's absolutely invaluable to those people who need it.

Q. *(Davis)* I imagine politicians need this kind of information and to be kept up on things. Do you regularly do this kind of thing, Bob?

A. *(Herz)* There are sheets that come out in the State Legislature that do wrap-ups on editorial stands and Albany-based stories for every major newspaper in the state. These are the only services we really have. Two or three people at the Senate Communications Bureau put them together, and they go to all the legislators; there's nothing particularly bipartisan about them. Everything else that is necessary to our legislator we cull inhouse--we get all the publications in the office.

A. *(Barrett)* I didn't know there was a name for it, but we do try to go through the mass of free materials we get--they tend to disappear after we've seen them once--and pass on the relevant information to members of the policy making board and staff. Our procedures are not formalized as yet.

A. *(Garfield)* ISI has been operating a commercial service for over ten years; we have probably over 3,000 customers who get individual profiles, and that is only a fraction of the people we service, because we lease our tapes. In Canada there are probably 1,000 profiles coming through the Canadian Institute for Scientific Information, and so on with other countries. I would say, however, that SDI is probably the biggest failure we've had in the information field, and the reason why dates back to its early history when Chemical Abstracts and other services priced their tapes so low that they couldn't afford to market them. Everything that has to be sold has to have room in the price for a marketing cost, and SDI takes a lot of marketing. The average profile probably runs around $150 a year, which doesn't allow much room for the costs of compiling and updating a profile. The right kind of service would probably cost twice that price, a service which would include automatically a certain number of documents as a part of the package. We do have a service where we send out the actual tear sheets with the profiles, but only a few people take it. I think the opportunity for that kind of thing is almost totally untapped in the universities. If you really want to get into this kind of thing, take a job in a university, get close to the president, and convince him that every faculty member and every student should have an SDI service provided to him as part of the fringe benefits of being on campus. If it can be done at the University of Mexico, why can't it be done in a typical American college or university?

Q. How will the new copyright law affect the dissemination of copyrighted articles to customers?

A. *(Garfield)* It won't affect ISI: we have been paying royalties to publishers for more than ten years on the stuff we send out. In fact, it will hopefully make it more difficult for other services that send out articles without paying copyright royalty to compete with us. But the main

impact will be on industrial companies that are doing a lot of inhouse copying from journals that they buy; they will pay through copyright clearing centers.

Q. What kinds of alternatives are there for people who not able to relocate and go where the job is? Is it possible to work for a publisher or firm that is located in another city?

A. *(Garfield)* I think that it's totally unrealistic to expect to find many opportunities to do that kind of thing. What you are talking about is cottage labor. There are some companies in the information industry that rely on this kind of labor, but they take advantage of your lack of mobility and pay very poorly. It's extremely difficult to supervise work that is being done outside of an office. We have some people doing work for us, but they have at one time worked at ISI. Even so, it's becoming increasingly difficult with mail delays and changes in the character of the work as time goes by. Clipping services do use people working in various locations.

A. *(Silvers)* I'm not sure that I understand your question; that seems to be the whole crux of today's seminar. It does not matter where you are, provided you're in a community of reasonable size where there are one or two companies or organizations of some sort that need information. It's up to you to identify your own skills--read *What Color Is Your Parachute?*--and go out and interview people. Talk to them about what it is they do, get into that informal network to try to find jobs that are never in black and white, and review your own skills and what you have to offer in relation to what is needed in that area.

A. *(Warner)* There is another book, by Peter Weaver, called *You, Incorporated* which addresses itself to some of the things you might be feeling. I don't know what your personal situation is, but I suspect that you are not mobile because you have made a conscious choice, and you probably had very good reasons for doing it. But that doesn't mean that you yourself want to stop growing. Obviously, you don't, but it takes a lot of ingenuity and energy to find opportunities for yourself to grow. Some of these will not pay you money in cash, but they will provide stepping stones to a career which eventually you can start again. A lot of us have been there, and a lot of constructive effort has gone into identifying some of these things. At one point, I wanted very much to learn more about college administration, and so became the only non-academic fellow of a college at Harvard. What I was supposed to do was just be there as much as I could, and I frequently arrived for breakfast after driving the car pool. In the three years I was there, I learned a tremendous amount about how a university functions. But nobody defined that job; it had to be thought up and backed into. The opportunities are there, really.

Q. A lot of what you do could be done at the public library, especially for small businesses. Would FIND or Warner-Eddison send prospective clients to the public library? Is there any conflict within yourself that you're doing something that the public library also does?

A. *(Silvers)* I have no conflict about doing it. I will tell clients that

what they need is available at the public library, and suggest that they go over and pick out what they want instead of sending someone else to make judgements for them. I will tell them, even if it means losing that particular question or fee. But a lot of my clients don't want to be bothered. I have one that will call every month for the Bureau of Labor Statistics figure for the wholesale price index. I have given her the BLS number five times--all she has to do is call that number instead of calling me--and she says, "I know, but I would rather call you."

A. *(Davis)* Sometimes it's the personal contact, the rapport you establish with your client. They get to know you and it's not worth the trouble to do it themselves. They would rather come to someone they know. Is that true at Warner-Eddison?

A. *(Warner)* Yes and no. I don't feel that in any way we replace the public library. Any job we do is a lot bigger than a public librarian or a university reference librarian could afford to spend the time on doing, and besides, I don't think our jobs are broken down into as small pieces as yours. Many people don't know how to find information, and, perhaps most important, they don't have time. In many cases, our time is cheaper than their time.

A. *(Barrett)* I just want to point out that there's a whole range of public services that have for some time been defined as public, i.e., fire, police, libraries. In fire, Scottsdale, Arizona has a private fire department. I think one has to look at this whole issue from afar and realize how at different times there have been services that have best been served within the public domain; there have been times when these same services have been best served in the private sector; and, at various times, both the private and public sectors have provided the same services. One should never assume that just because the term public library is commonplace to us, it was divinely ordained that this should be so. Fire service, incidentally, has the same problem as information service, and there are examples of private fire departments.

A. *(Participant)* I would like to speak from my own experience about the value of people's time. To get from Arlington, Virginia to the Library of Congress to get the information and get back takes four hours. It would be far cheaper to have someone in an office near Capitol Hill who could run over to the library and call back on the telephone. That's one reason why people can and should use private services.

A. *(Davis)* We can provide services the libraries just can't. Libraries are either caught up in red tape, or they have other things to do, and they can't give the depth of research that our clients need. I think that is often the case.

Q. Last year you had a speaker who worked out of the Minneapolis Public Library in a library-operated fee for service information company. Are there any other city libraries that you know of that have a service like that?

A. *(Davis)* There are a number of others. Maybe I should explain that the

company you are referring to is called INFORM, and it is part of the Minneapolis Public Library. Very much like my company, INFORMATION ACCESS, it is run by one librarian and a secretary who operate a "free-lance" for-profit company. They do a lot of research that the regular staff in the library can't do, and the funds that come into INFORM pay their salaries. Whatever is left over goes for other expenses of the operation, including reference materials. Carol Vantine is no longer in charge, but INFORM has succeeded, and it is continuing.

A. *(Participant)* Allow me to say, we have the New York Times Data Bank at the Chicago Public Library as of April, and we charge a $10 fee for three minutes plus an additional fee for more time. We are also connected with several other data bases, such as Medline, through the other major libraries in the area, and I think this is something that is definitely coming. Public libraries can't afford to do these searches and hire the hundreds of librarians to do them without charging a fee, especially if they are giving a specific special service to an individual or a business.

School of Information Studies
Syracuse University

ALTERNATIVE CAREERS
IN
INFORMATION/LIBRARY SERVICES

Day 1: A KALEIDOSCOPE OF INFORMATION CAREERS

LIST OF APPENDICES

	page
Participant List	A-1
Alternative Careers--Thoughts to Remember	A-4
Mini-Directory of Professionals in Alternative Information & Library Careers	A-5
What Skills Do Professionals in Alternative Careers Use on the Job?	A-12
What Special Characteristics Should Professionals in Alternative Careers Have on the Job?	A-12
How Do These Alternative Jobs Differ From Other Jobs?	A-13
Would Professionals in Alternative Jobs Encourage Others to Do What They Are Doing?	A-14
Alternative Career Directions	A-16
Employment Opportunities for Alternative Information & Library Careers	A-17
BIBLIOGRAPHY	55

ALTERNATIVE CAREERS
IN
INFORMATION & LIBRARY SERVICES

Day 1: A KALEIDOSCOPE OF INFORMATION CAREERS

PARTICIPANT LIST

Patricia Altner, 2 Openaki Road, Randolph, NJ 07801 (201)366-9458.

Rose Antipin, 418 West Chelten Avenue, Philadelphia, PA 19144 (215)849-0569.

Elizabeth Augelino, 1 Valley View Drive, Oneida, NY 13421.

Amy W. Barrow, 1400 Hinman Avenue, Evanston, IL 60201 (312)492-1549.

Anne L. Bell, 281 Genesee Park Drive, Syracuse, NY 13224 (315)446-8467.

Marjorie Benedict, 12 Paul Holly Drive, Loudonville, NY 12211 (518)463-1701.

Sharon I. Biggie, Meadow Hill Lane, Cazenovia, NY 13035 (315)655-3020.

Kurt Bogart, 751 Comfort Road, RD 1, Spencer, NY 14883 (607)277-3579.

Jane Cathcart, Carriage House Apts. D-5, 126 Jamesville Avenue, Syracuse, NY 13210 (315)472-5867.

Sherrill H. Christ, 510 S. Main Street, Horseheads, NY 14845 (607)739-5925.

Connie D'Accurzio, 4812 Lyons Road, Extension, RD 1, Marcellus, NY 13108 (315)673-2658.

Pat DeVries, 2982 H Barclay Square, Columbus OH 43209 (614)236-5985.

Mona Easton, 80 Montclair, Apt. 603, Toronto, Ontario, Canada (416)484-9118.

Ellen Ehrenreich, 1337 E. State Street, Ithaca, NY 14850 (607)272-1114.

Marcia K. Finton, 128 Old Orchard Lane, Williamsville, NY 14221 (716)688-7291.

Andrew Garoogian, 477 E. 16th Street, Brooklyn, NY 11226 (212)856-8997.

Rhoda Garoogian, 477 E. 16th Street, Brooklyn, NY 11226 (212)856-8997

Barbara Gleason, 364 Earl Avenue, Oneida, NY 13421.

Fay Golden, Liverpool Public Library, Liverpool, NY 13088 (315)457-0310.

Carol Greenholz, 20 Beech Hill Road, Huntington, NY 11743 (516)423-5589.

Ronald D. Griffin, 614 Garson Avenue, Rochester, NY 14609 (716)482-5753.

Elayne P. Hagen, 15 Auburn Place, Glens Falls, NY 12801 (518)793-3081.

Mrs. Etella B. Halasz, 6 Howard Place, Englewood, NJ 07631 (201)569-0972.

PARTICIPANT LIST (cont'd)

Nancy Elaine Harvey, 2119 N. Larrabee, Chicago, IL 60614 (312)525-2235.

Myra Hodson, 431 Hawthorne Avenue, Palo Alto, CA 94381 (415)325-2677.

Eleanor Mae Hurka, 35 Brompton Road, Garden City, NY 11530 (516)746-1150.

Arlene Jackson, 295 Harvard Street, Apt. 807, Cambridge, MA 02139 (617)492-2553.

Mildred D. John, 382 Forestview Drive, Williamsville, NY 14221 (716)688-7964.

Louise M. Johnson, 3193 Riverside Drive Wellsville, NY 14895 (716)593-4008.

Ms. C. Kanabrodzki, 725 S. Adams Road, L54, Birmingham, MI 48011 (313)872-3650.

Nina Kane, 6351 Windharp Way, Columbia, MD 21045 (301)730-2384.

Susan Klement, 45 Inglewood Drive, Toronto, Ontario, Canada M4T 1G9.

Thomas Lindsey, 53 Linwood Avenue, Williamsville, NY 14221 (716)634-0219.

Margaret M. Link, 3600 Hillsboro Road, Apt. B-9, Nashville, TN 37215 (615)292-3886.

Michael J. Matochik, 17 Cooper Street, Fort Edward, NY 12828 (518)747-7091.

Mary Ellen Mantegna, 309 East Avenue, Newark, NY 14513 (315)331-6569.

Tom Mulford, 325 Merton Road, #107, Detroit, MI 48203 (313)867-3069

Claudia Newton, P.O. Box 86, Marietta, NY 13110 (315)636-8136.

Barb Nosanchuk, 123 Pickwick Drive, Rochester, NY 14618 (716)473-5947.

Gregory Nulle, 402 East High Street, Bound Brook, NJ 08805 (201)526-5532.

Jean C. O'Boyle, 351 Broad Street, Apt. 1615, Newark, NJ 07104 (201)482-3704.

Rhoda Polish, 436 Bryn Mawr Avenue, Bala-Cynwyd, PA 19004 (215)664-2061.

Betty J. Price, 83 Berkindale Drive, Willowdale, Ontario, Canada (416)444-0467.

Janet Reed, 208 Amato Drive, South Windsor, CT 06074 (203)644-0802.

Carol H. Reilly, 6712 Mill Bridge Court, Raleigh, NC 27609 (919)872-2718.

Mary Reiman, 6420 27th Avenue North, Minneapolis, MN 55427 (612)546-5882.

Leona Salzman, 17 Oak Street, P.O. Box 570, Plattsburgh, NY 12901.

Jim Sanders, 11426 Rockville Pike, Rockville, MD 20852 (301)468-2435.

PARTICIPANT LIST (cont'd)

Kathleen A. Sands, Roxbury, NY 12474 (607)326-3961.

Sylvia Savage, 98 Rowe Avenue, Hartford, CT 06106 (203)236-3007.

Norma Shatz, 395 Sunrise Boulevard, Williamsville, NY 14221 (716)632-8468.

Carol Silverman, 8 Cherry Street, Somerville, MA 02144 (617)628-3963.

Jeffrey J. Simon, 114 York Street, Olean, NY 14760 (716)373-0694.

Diane R. Smith, 112 Melrose Avenue, Syracuse, NY 13206 (315)472-5121.

Herbert H. Smith, 112 Melrose Avenue, Syracuse, NY 13206 (315)472-5121.

C. A. Snelling, 1750 S. Polk, Chicago, IL 60643 (312)996-8989.

Robert W. Steventon, 4636A S. 36th Street, Arlington, VA 22206 (703)931-2819.

Yvonne Teitsworth, 31 S. Lake Avenue, Albany, NY 12203.

Liz Thorndike, 50 East Huron Street, Chicago, IL 60611 (312)337-1185.

Elizabeth B. Vannain, Owasco, NY 13130 (315)784-5088.

George K. Vrooman, Ashdown Road, RD 3, Ballston Lake, NY 12019 (518)399-7046.

Sara Waley, Rush, NY 14543.

Michael York, Ithaca College Library, Danby Road, Ithaca, NY 14850 (607)274-3324.

Carrie Niles, 134 Thurber Street, Apt. 3, Syracuse, NY 13210 (315)478-8909.

STAFF

Moderator & Coordinator: Maxine Davis, INFORMATION ACCESS, P.O. Box 331, DeWitt, NY 13214

Speakers: Ruth Ann Barrett, ASSOCIATION OF JUNIOR LEAGUES, Inc., 825 Third Avenue, New York, NY 10022

Eugene Garfield, INSTITUTE FOR SCIENTIFIC INFORMATION, 325 Chestnut Street, Philadelphia, PA 19106

Robert E. Herz, 606 Ulster Street, Syracuse, NY 13204

Celeste Silvers, FIND/SVP, 500 Fifth Avenue, New York, NY 10036

Alice Sizer Warner, WARNER-EDDISON ASSOCIATES, 805 Massachusetts Avenue, Box 254, Lexington, MA 02173

Assistant: Pat Faust, 701 Westcott Street, Syracuse, NY 13210

Special Assistant: Dorothy Terino, New Slocum Heights, B34, Apt.2, Syracuse, NY 13210

ALTERNATIVE CAREERS - THOUGHTS TO REMEMBER

"I would urge librarians to think of their careers as a series of opportunities . . . view each opportunity with a fresh and critical eye. Don't be defeated by the absence of an interesting job opening -- look instead for ways to create new jobs or alter existing ones. Most important, take our profession seriously as a profession and give your best -- the rest will follow if we all do that."

Carol Vantine
INFORM
Minneapolis Public Library
& Information Center

"Not all lawyers work in law firms, not all teachers teach in classrooms, not all doctors work in hospitals - I think it is time that professional librarians realized that their professional skills are not dependent on the library. I see my own job and other alternative jobs as a realization of professional potential." *

MaryEtta Redgrave
Communications Branch, Ministry of Health
Hepburn Block, Queen's Park,
Toronto, Ontario M7A 1S2

"The alternative role is complementary to traditional librarianship. Personal library service should be available to those who need it and are willing to pay for it. Innovative applications of librarianship to other fields and vice-versa is needed in order to develop the profession. In this age, nothing survives without change; that is, adapting to new circumstances and requirements. Librarianship must change; and the people in the alternative role are among those best suited to help lead this change. Eventually, what we now refer to as the alternative role will likely become an accepted part of traditional librarianship." *

Helgi Leesment
1208 Kingston St. NW.
Calgary, Alberta T2N 3X7

"I would encourage other librarians not to limit their job search or themselves by traditional concepts of librarianship, but to look at how their knowlege and training is relevant in many contexts." *

Mary Lou Dickinson
Community Information Centre
of Metropolitan Toronto
110 Adelaide St. E.
Toronto, Ontario M5C 1L1

"A professional library degree should be a passport to many various types of employment running the gamut from traditional library work to information scientist, information manager, publisher, free-lance information specialist, entrepreneurs in business ventures, both library and non-library related, etc. I would tell all librarians to look wider than the usual ads in library journals. You are trained for much more than you think!" *

Louise Fast
MICROMEDIA LIMITED
Box 34 Station S
Toronto, Ontario M5M 4L6

---

* Susan Klement. "Directory of Alternative Librarians in Canada," *Canadian Library Journal* 34:103-127 (April 1977).

MINI - DIRECTORY OF PROFESSIONALS IN

ALTERNATIVE INFORMATION & LIBRARY CAREERS

Who are the people moving into alternative information and library careers? What kind of backgrounds do they have? What skills do they use? This mini - directory will supply a few answers to these questions.

Some of the people listed are involved in packaging or selling information products, some free-lance their information expertise, others hold management positions in non-profit organizations. *BUT ALL OF THEM HAVE BROKEN THE MOLD!* All of them have taken the risk to stretch their traditional skills. And all of them have taken on new and exciting career challenges.

Most of them are very excited about their jobs. Many feel theirs may not be the choice for everyone. But all seem to agree that these new directions are providing a necessary freedom and flexibility that is necessary for their professional growth.

If you're interested in reading more descriptions of unusual career challenges in the information and library field be sure to read the special Alternative Careers issue of the Canadian Library Journal, April 1977, edited by Susan Klement.

MINI - DIRECTORY of PROFESSIONALS IN ALTERNATIVE CAREERS

Linda Amster
News Research Manager
The New York Times
229 West 43rd St.
New York, NY 10025

I coordinate and administer all non-computerized information for The New York Times news department. BA, MLS.

Pam Autrey
Information Systems Analyst
Texas Dept. of Community Affairs
210 Barton Springs Rd.
Austin, TX 78704

I designed and now supervise the operation of a computerized statistical information system and an SDI system. I also handle computerized literature searches.
BA Governmenment, MLS.

Lois Bebout
Associate Director
Southwest Information Associates
2813 Rio Grande
Austin, TX 78705

My work involves Information retrieval and reporting, Library and information center planning, organizing, and updating, Indexing, Translating, Verifying, Abstracting, Cataloging, Simplifying technical data and more.
BA, MALS.

Susan C. Clark
President
Information Centers Limited
415 Cambridge Ave. Suite 20
Palo Alto, CA 94306

I work with the organization's improvement of corporate systems planning. MLS, Masters in Organization Development.

Patricia A. Daragan
Librarian/Registrar
Canal Museum
Erie Blvd. East
Syracuse, NY 13202

I administer the archives, museum registration, volunteer services, and library of the Canal Museum. BA American Studies, MLS.

Maxine W. Davis
Information Access
P.O. Box 331
Dewitt, NY 13210

As a free-lance librarian I have been involved in consulting, designing in-house reference collections, in-depth research for business, and workshops. I also am co-owner of a publishing company, Grasshopper Press. BA, MLS.

Gloria Donoher
Info-Search
2855 Coolidge Rd. STE 218
Troy, MI 48084

Through Info-Search I provide printed information requested by engineers, market researchers, attorneys, and others in the business sector. I also organize in-house sources for associations and companies. BS, MLS.

Joseph C. Donohue
Library & Information Management Scientist
Bureau of Foods
Food & Drug Administration
200 C St. SW
Washington, D.C. 20204

Analyze information needs related to the scientific, regulatory, and management functions of the Bureau. Formulate plans for creation and modification of systems and services responsive to those needs. Act as liaison with other organizations such as libraries, information centers, and coordinating bodies, that serve as information resources. Supervise others in the performance of these functions.
B.A., M.S. Library Science, Ph.D.

MINI - DIRECTORY (cont'd)

Ray M. Fry
Deputy Associate Commissioner
HEW/OE/BESE/Office of Libraries & Learning Resources
7th and D St. SW
Washington, D.C. 20202

I assist in the leadership, direction, and coordination of national programs for the support of libraries, information systems, educational broadcasting, and technology. AB, MSLA.

Kathleen M. Heim
Ph. D. Student/Lecturer
600 N. Park
Madison, WI 53711

I am currently a Ph. D. student but I was a free-lance librarian during which I did research for an advertising company, lectures on how to get at information, and did editorial work. BA English, MA English, MA Library Science.

Dr. Dagmar Hodinar
STIS Inc. Scientific & Technical Information Services; PET-INFOCENTER
P.O. Box 707
Fort Lee, NJ 07024

My work includes: information retrieval, documentation, reference work, program and project development, customized information services for patent applications, systems development, technical services. BS, PhD Biomedical Sciences & Physiology.

Diane J. Hoffman
Lecturer, Professional Education
Institute for Scientific Information
325 Chestnut St.
Philadelphia, PA 19106

I am responsible for ISI's continuing education program. Specifically, for lecturing to all of ISI's subscribers in the U.S. and Canada on the effective use of our indexes. I talk about ISI's many services and products with librarians and library school students, as well as "end users" such as faculty members. MA, MLS.

Jane Irby
Project Director
Computerized Community Information Project
Peninsula Library System
San Mateo Public Library
55 W. Third Ave.
San Mateo, CA 94402

I have designed, implemented, and now coordinate a computer-based I & R service providing information to 18 public libraries. This work involves compiling and managing a bilingual data base describing local human services, as well as training reference staffs in on-line use. I also prepare funding proposals, project budgets, supervise project staff and handle PR. MLS.

Elizabeth M. Katz
255A 28th St.
San Francisco, CA 94131

I am a free-lance librarian — I work up bibliographies, annotate materials, set up and maintain small special libraries, research specific requests (mostly in humanities and social sciences), do editing, selling, publishing and distribution. (Ms. Katz is the co-author of Revolting Librarians.) BA, MA, MLS.

Philip Leslie
Registrar
Smithsonian Institute
A & I building Room 2163
Washington, D.C. 20560

I coordinate the work of all the registrars in the institution's museums. My responsibilities include the development of storage, retrieval, and management systems for information on scientific specimens, museum objects, and other non-bibliographic items. AB, MLS.

MINI - DIRECTORY (cont'd)

Harvey Licht
Co-Founder
Resources for Community Alternatives
P.O. Box 5434
Santa Fe, NM 87501

Resources for Community Alternatives is a non-profit information service for community organizations, primarily low-income groups. We provide them with the information they need for effective local decision making. We've found the information we present must be specially packaged and coordinated with non-information services to be successful. MSLS, Background in community social services, economics, and community organization.

Jean A. Lietz
Coordinator
Community Learning Exchange
P.O. Box 6263
Syracuse, NY 13217

I am in the process of establishing a learning exchange for improving and encouraging the development of information community learning resources. BS Education, MSLS.

Barbara M. Lindemann
550 S. Barrington Ave. No. 1-11
Los Angeles, CA 90049

We locate books, reports, journal articles, (mainly at UCLA) for our various clients and borrow them or photocopy articles. We sometimes prepare literature searches on specific subjects from various indexes and abstracting services available. BA

Philip L. Long
Philip Long Associates, Inc.
3861 Havenwood Place
Alexandria, VA 22309

I design and implement hardware, software, and firmware related to information creation, storage, retrieval and transmission systems. Included are special-purpose video display devices, data-transmission systems, data base structures, and entire systems for library automation.
BEE Bachelor of Electrical Engineering, MS, PhD candidate.

Jerome T. Maddock
Consultant
Auerback Associates, Inc.
121 N. Broad St.
Philadelphia, PA 19107

I am involved in project management, the preparation and editing of biomedical monographs, as well as library & information system design and analysis. BS Biology, MLS, Certificate General Pharmacology.

Anne McCann
Head, Information Services Unit
Bureau of Foods, Food & Drug Administration
200 C St. SW
Washington, D.C. 20204

I administer the unit which provides literature searching -- most of which is on line. I also maintain the Bureau's scientific retrieval systems dictionary. BS Chemistry, MSLS.

Joan McDavitt
Project Director
Media Outreach/Service/Training
L.S. Country Public Library System
12700 S. Grevillea Ave.
Hawthorne, CA 90250

Project M.O.S.T. provides (1) programming and public relations to the patrons of the LA County Public Library Systems, and (2) a training unit for development of seminars, workshops, and training programs sponsored by the library. I am the project director. BA American Studies, MA Library Science.

MINI - DIRECTORY (cont'd)

Thomas J. McGeehan
Consultant
Auerbach Associates, Inc.
121 N. Broad St.
Philadelphia, PA 19107

I write proposals on a broad range of information and library service applications, as well as conduct studies and write reports. BS Biology, MS Library Science, PhD.

Barbara B. Minor
Publications Coordinator
ERIC Clearinghouse on Information Resources
School of Education,
Syracuse University
Syracuse, NY 13210

I write bibliographic columns announcing ERIC products for professional journals; act as liaison with authors, printers, photographers, artists for in-house publications; edit authors' writing; prepare brochures and newletters, press releases; assist with workshops and meetings; assist with visitors to the Clearinghouse; conduct computer searches; assist with research for user questions. BA English, MA French, MLS.

Kathryn Muessig
Marketing Coordinator
Library Services
Pergamon Press, Inc.
Fairview Park
Elmsford, NY 10523

I work with the marketing and promotional services directed toward the library market in the U.S. AAS, BS, some graduate work on MLS.

Lawrence Papier
Program Officer
U.S. Office of Education
7th & D St. SW
Washington, D.C. 20202

My work centers around the funding of research demonstration projects to improve libraries and library education. AB Chemistry, MSLS.

Robert O. Phillips
Researcher
PACE, Inc.
827 Massachusetts Ave.
Cambridge, MA 02139

I prepare learning kits used by local public officials, to help them understand and deal with issues of community growth and development. AB Economics, SB Civil Engineering, Master's in City Planning.

Martha Powers
2661 Virginia St.
Berkeley, CA 94709

As a free-lance librarian, I am involved in many things, from publishing to editing, writing grant proposals to indexing, compiling people's yellow pages to book selection. BA Comparative Literature, MLS (see American Libraries, June 1976 for details of Ms. Powers' work).

Christopher J. Samuels
Director
Information for Business
730 Third Ave.
New York, NY 10017

Information for Business provides custom research to meet the exact demands of corporate or government agencies. We also handle information systems consulting, SDI, and much more. We have recently become affiliated with FINANCE MAGAZINE. (see the Proceedings of the Information Broker/ Free-Lance Librarian -- New Careers -- New Library Services Workshop, Syracuse University for details of Mr. Samuels' company and career experiences.)

MINI - DIRECTORY (cont'd)

Donald B. Simpson
Executive Director
Bibliographical Center for Research
1357 Broadway
Denver, CO 80203

I manage the program operations, act as secretary-treasurer and oversee the research and development activities of this non-profit corporation. BA English, MS Library Science, Doctoral study in Public Administration.

Jack A. Speer
Director-Library Services
Informatics Inc.
6000 Executive Blvd.
Rockville, MD 20852

I am a consultant and library educator. Currently I am director of 20 active projects performing a variety of library technical service of government and industry. BS Business Administration, MLS, some post graduate studies.

Sally Bachelder Stanley
Regional Manager
The Information Bank
One World Trade Center Suite 86011
New York, NY

I am manager in charge of a sales office of 10 people, including 6 sales reps and 3 customer service reps. I am also in charge of a 25-state sales region, and 2 other territorial sales offices. Sales planning, forecasting, personnel development and training, plus input for corporate marketing and advertising programs are all part of my job. BA Wheaton, MLS.

Ann L. Travis
Archivist
John F. Kennedy Library
380 Trapelo Rd.
Waltham, MA 02154

I am in charge of all unclassified collections of papers at the JFK Library. I determine the priority of processing, assign personnel to projects, over-see the work, train new personnel in archives processing, and conduct mini-seminars on processing. BA Political Science, MLS, 28 hrs. graduate level history courses, certificate from National Archives, American University Archives Institute.

Carol Vantine
INFORM Librarian
Minneapolis Public Library
and Information Center
300 Nicollet Mall
Minneapolis, MN 55410

As a research librarian for a fee-based research agency, I devise, conduct, and evaluate searches to obtain materials for the client's information needs. BA's in English, Biology, MLS.

Ann L. Wiley
Consultant
Auburn Memorial Hospital
Auburn, NY 13021

My principal obligation is consultation in education and training for the Auburn Memorial Hospital. I am also assistant director of ERIC Clearinghouse on Information Resources, teach health information courses for Syracuse University School of Information Studies, teach other courses and workshops, do short term consultation in education, management, and libraries. MSLS, PhD Area of Instructional Technology.

Bill Wilson
Survey Specialist
Research Triangle Institute
P.O. Box 12194
Research Triangle Park, NC 27709

I am responsible for the design, implementation, supervision, and analysis of data collection activities for state and national surveys. Studies at the Institute range from health to economics, and agriculture. This work incorporates questionnaire design, the development of survey protocol, data processing design, training field interviewers, and final report preparation. AB Journalism, MLS Syracuse.

MINI - DIRECTORY (cont'd)

Connie Wisniewski
Administrative Assistant
to the Dean
School of Information Studies
Syracuse University
113 Euclid Ave.
Syracuse, NY 13210

I handle administrative and student-related problems which arise in a school which offers BA, MLS, and PhD programs. A great deal of time is spent in academic advising, personal counseling, etc. I also interview prospective students, make admission and financial aid recommendations, etc. In addition I supervise the office staff, teach one course per year, and act as the Dean's "right-hand".

Barbara Zang
Vice President
National Child Nutrition Project
303 George St.
New Brunswick, NJ 08901

I am a federal food program advocate working to expand and improve program operations in New Jersey. I see myself as a linker: between the people in local communities who have food needs and the information about what food programs are available to meet those needs. One aspect of the advocacy is direct work with community groups: another is the publication of Food Action: A Journal of Food Programs in New Jersey. Circulation 3,000. BS Elementary Education, VISTA Volunteer, Working currently on Library & Information Service degree from Toledo.

What Skills Do Professionals in Alternative Careers Use on the Job?

There was much duplication when professionals were asked what skills they used in their work. This is a summary of their responses.

* Management Skills (budget, supervisory, workflow, program planning)
* Communications Skills (writing, public speaking, etc.)
* Research Skills
Knowledge of Data Bases
Systems Analysis
Interviewing Skills/Question Negotiation
Organizational Skills
Persuasion/Motivation/ Salesmanship
Public Relations
Teaching/Training
Interpersonal Skills
Indexing
Cataloging
Reference
Business Savvy
A-V Expertise
Statistics
Sampling
Research Methodology
Physical Stamina
Group Dynamics
Listening
Knowledge of Company Product

* Mentioned by the majority of people.

What Special Characteristics Should Professionals in Alternative Careers Have on the Job?

Again, there was much duplication on answers.

* Flexibility
Sense of Humor
* Diplomacy/Tact
Intelligence
Imagination/Creativity
Ability to Work Under Pressure
*** Thick Skin
Ability to Critically Analyze a Situation & Design Solutions
Sensitivity
Business Sense
Ability to Tolerate Ambiguity
Initiative
Common Sense
Faith in One's Own Judgement
Self-confidence/Self-reliance
Political Sense
Optimism/Persistence/Perserverence
Ability to Relate Well to People
Attention to Detail
Ability to Work with Little or No Structure
No Great Need for Money
Supportive Family & Friends

*** Mentioned by all the people in the business world, particularly sales people.

* Mentioned very frequently.

When Asked How Their Job Differed From Others They've Had — Their Responses Were . . .

Hoffman - This job differs only in the fact that my clientele are librarians themselves rather than end users. I am still teaching the use of the various tools.

Katz - More unstable. More challenging. More lonely. More free.

Leslie - Primarily in the nature of the material. It's a question of applying old knowledge to a new environment. In my particular job I serve as a sort of catalyst, seeing to it that people embark on new ventures without actually participating.

Licht - This work requires a greater commitment of time and a dedication to self-learning above any other I've ever made.

Lietz - I am not restrained from accomplishing what I wish to do by an authoritative administration.

Powers - Lots less money.

Samuels - The only difference is that I am permitted to do much more for my clients.

Simpson - This job calls many more skills into play on a daily basis.

Speer - When I worked in a library all my energies were focused on a particular organization. Now I must serve many diverse groups.

Vantine - Every aspect is different from other positions. I am responsible directly for the quality and relevance of the materials I provide. I am free to find unconventional ways to solve information problems.

Wilson - The library profession does not have people capable of doing what I do, the information profession does. In my own mind the library as a profession does not exist. Librarians in traditional sense of the word are technicians, not professionals. Only when this is realized will information professionals be able to acquire proper training and respect in their field. The professional world is becoming aware of this as are some university schools.

When Asked if They Would Encourage Others to Do What They're Doing — These Were Their Responses . . .

Amster - Yes. The job is interesting, and the Newsroom atmosphere and people are the most stimulating in the world.

Autrey - Yes. I find it very rewarding and challenging and the pay is better than for most library positions except administrative positions.

Bebout - In some geographic areas and if the persons are able to work without immediate income.

Daragan - I enjoy what I'm doing. It's never boring, but is quite chaotic. If you enjoy being able to develop in a lot of different directions it is great.

Davis - Yes & No. You have to weigh the pros and cons. Moving from one project to the next is fascinating. I'm always learning and meeting new challenges. It's never boring. However, the work can be very lonely, demanding of your time, and -- particularly the first year -- not financially profitable.

Donoher - Only if they have a clear concept of what the business involves as far as MARKETING services. There is much more to it than just doing searches on a terminal.

Donohue - I think it is interesting work. Like anything else, one needs to seek a match between the kind of work and kind of worker.

Heim - Yes. It's very rewarding to get the feedback on a task performed to a client's satisfaction. Most people have so little idea of how to obtain information and are grateful for a librarian's expertise.

Hoffman - Yes. I would hope that they would have just as much influence on the various library-oriented companies as the companies seem to have on them. I would definitely like to see more librarians taking some responsibility for the indexing tools they are using.

Irby - Yes, at least to do this sort of thing for a few years. Working on a federally funded project means living with certain kinds of insecurity, and that can be very hard. But for energetic people who are pretty much self-starters, this kind of job gives a great amount of freedom to develop all kinds of stuff.

Katz - Yes & No. I would encourage everyone to work for self-fulfillment and for social justice, but some people seem to do this well in a more traditional context. More power to them! Others do need to work in an alternative fashion.

Leslie - Yes. The occupation of museum registrar is undergoing a major change from record management to information management. Many of the skills possessed by librarians and information scientists are applicable to museum collections.

Licht - Heartily encourage others to do it. The need is great to provide quality services to community groups as well as individuals in the community. It is also important to me to see information specialists coordinate their services with others -- we've been operating in a vacuum too long.

Lietz - Definitely. I hope someday every community will have a learning facilitator. But if you're looking for a big salary -- forget it. Until the concept for this type of agency catches on it will take a lot of dedication on your part and an outside income.

Lindemann - The main advantage to this type of work is that you are working for yourself and can more or less determine your own hours and method of working. This alone makes up for the many disadvantages -- long hours, much paperwork and a great deal of walking.

Long - Yes. Libraries need intermediaries to assist in dealing with major vendors, and in obtaining uniquely tailored systems.

McGeehan - It would depend on the individual as it is a demanding profession.

Minor - I'm not sure how many other jobs there are out there like mine. However, if you like variety, enjoy working with publications and people, then I would encourage you to do what I am doing. I like the

(cont'd)

When Asked if They Would Encourage Others to Do What They're Doing -- These Were Their Responses . . . (cont'd)

independence (within limits, of course) and responsibility it carries, the people I meet in the course of my activities, and the learning about the field which is inevitable when working with this kind of information.

Samuels - Yes, the experience is not to be readily found in many traditional library situations.

Speer - Yes, it offers a great deal of exposure to a wide variety of library information activity.

Stanley - Yes! It's exceptionally challenging, and you're working in an area that is rapidly growing and expanding -- many opportunities.

Travis - Yes. The job involves the use of many skills rather than just cataloging or just reference or just circulation.

Vantine - Yes, it is exciting and stimulating. One has the opportunity to be a part of the business decision-making process. In addition, this type of work makes one very aware of the power of information and the importance of the control and use of the same.

Wiley - No. Few people can work 100 hours a week, which is necessary to stay alive financially and provide the kind of service I want to provide. After a few years these hours will not be necessary - but the initial effort is great, and the initial capital is considerable - few people have the money.

Wilson - I would be very supportive of others interested in becoming survey researchers. The field is new, it incorporates a wide range of skills and activities. The groundwork is just now being prepared in the field, theory is being developed every day, and the potential benefits of the research are satisfying.

Zang - I certainly would encourage others to do what I'm doing; there are too few professional advocates! However, it is not easy to get started in this type of work -- it's make-your-own-work. Getting oneself established is probably the main reason there are so few free-lance no-profit information advocates around.

Wisniewski - Yes. I would encourage others to consider all types of academic positions which involve processing and disseminating all kinds of information to all kinds of people. May I suggest others explore positions in Admissions, Financial Aid, Registrar, and Affirmative Action offices, also.

ALTERNATIVE CAREER DIRECTIONS

Advocacy Librarian

Advertiser

Archivist

Bibliographical Researcher

Bookstore Manager, Owner, Buyer

Book Marketing Manager

Community Information Specialist

Consultant

Consumer Affairs Advocate/Specialist

Continuing Education Coordinator

Counselor

Cybernist

Data Base Manager

Editor

Educator

Educational Marketing Coordinator

Floating Librarian

Free Lance Librarian

Geneologist

Grants Specialist

Indexer/Abstractor

Information Broker

Information Counselor

Information Manager

Information Officer

Information Packager

Information Scientist

Information Systems Engineer/Analyst

Interdisciplinary Areas (environment, gerontology)

Lobbyist

Market Researcher

Market Coordinator

Media/Video Specialist

Micro Forms Publisher

Merchandising Manager

Museum Curator

News Researcher

On-Line Training Coordinator

Parapetetic Librarian

Political Assistant

Political Research Analyst

Private Investigator

Product Development

Programmer

Public Information Officer

Public Relations Director

Publisher (Magazines, Books, Indices)

Purchasing Agent

Researcher In a Specialized Area

Records Manager

Registrar

Reporter

Researcher Officer

SDI Coordinator

Sales Rep (for Data Bases, Indices, Books, Information Brokers, etc.)

Survey Researcher

Survey Specialist

Systems Analyst

Systems Development

Systems Programmer

Thesaurus Constructor

Trainer

Translator

Workshop Organizer

Writer

**ADMINISTRATION, MANAGEMENT, PROGRAM COORDINATING TROUBLE SHOOTING, LIAISON, in various positions in business, industry and government.

EMPLOYMENT OPPORTUNITIES FOR ALTERNATIVE INFORMATION & LIBRARY CAREERS

Where do you turn to find jobs in alternative information careers? The job advertisements which follow represent just a few of the many areas open to you. Remember too, they are just ads. A great percentage of all jobs (often the most interesting ones) never get into black and white. They are filled through informal word-of-mouth networks -- the "invisible college," the "old-boy network," and the "new-girl network."

In Spring 1977, Dean Robert Taylor, of the Syracuse University School of Information Studies, set out to discover what kinds of people employers in the Information Industry were seeking. Some comments he received:

--One must know the importance of words and be able to resist the temptation to jump to conclusions, "an open mind."

--We look for attitudes and then to skills/knowledge needed on the staff at that particular time.

--To be effective the information manager must deal with executives who have widely different attitudes and methods.

--Missing in most newly graduated people is a general knowledge of business basics.

--We believe that a person with the right personality, degree of intelligence and orientation towards information science can be trained and developed into an effective employee more readily than a highly educated person with the wrong temperament.

--The more "informed" a person is, or the greater his intellectual curiosity for information, the better.

--Everybody wants the best, the brightest. Library schools aren't loaded with these people. But exciting people bring/attract exciting people to the profession.

A-18

Before starting your hunt into alternative careers try to do some of the following:

1. Take off any blinders you may have. Do not think about what you should be doing with your library degree. Think instead about what you want to do and what you enjoy doing with your unique combination of information skills.

2. Pick up a copy of Richard N. Bolles, What Color Is Your Parachute or The Quick Job Hunting Map. Both from Ten Speed Press.

3. Look through the Library Journal Annual Buyers Guide and the Information Industry Association Membership Directory 1977. If you can not get hold of either of these, scan the advertisements in library journals. Many of the companies you will find listed need sales representatives, consultants, trainers, managers and administrators with information and library backgrounds.

4. Look at job advertisements in the places you probably never look. Pick up specialized magazines (for the hotel industry, apparel or restaurant industries). Look through newspapers in the "Professional" openings.

5. Make lots of personal contacts. Be willing to try something new.

School of Information Studies
Syracuse University

ALTERNATIVE CAREERS
IN
INFORMATION/LIBRARY SERVICES

Day 2: NUTS & BOLTS "HOW TO" WORKSHOPS

Workshop A: *HOW TO START A FREE-LANCE BUSINESS: DOWN TO EARTH BASICS*

Leader: Susan Klement
INFORMATION RESOURCES
Toronto, Ontario
Canada

Workshop B: *WHERE DO YOU GO FROM HERE WITH YOUR LIFE? CAREER ASSESSMENT*

Leader: John C. Crystal
Life Management Services, Inc.
McLean, Virginia

Workshop C: *MAKING THE MOVE INTO MANAGEMENT: GETTING AND IMPROVING MANAGEMENT SKILLS*

Leader: Dr. Joyce DeHaan
Center for Organization Development
Rochester, New York

Workshop A:
HOW TO START A FREE-LANCE BUSINESS: DOWN TO EARTH BASICS

Leader: Susan Klement, INFORMATION RESOURCES, Toronto, Canada

Summary

Whether to opt for a telephone answering service, call forwarding system, or home tape recording system for telephone messages was only one of the "nitty gritty" concerns discussed by participants interested in going into business for themselves as free-lance librarins or information brokers. Susan Klement, herself an information broker since 1970, facilitated informal discussions on this and other topics related to concerns of workshop participants.

Handouts providing springboards for specific discussions included a 16-point "Rationale for Free-Lancing in Librarianship," a questionnaire inventory designed to indicate strengths and weaknesses in personality traits related to success in business,* and 19 case histories posing a variety of problems and situations that could arise. Sources of information, including Small Business Administration publications, were on display, and other relevant sources were indicated during the course of the discussions.

A number of common assumptions about free-lance librarianship that were listed in the "Rationale" were seen by participants to be unrealistic. Free-lancing permits you to be your own boss, but does not guarantee that you have not exchanged dealing with rigid, bureaucratic structures and office politics for dealing with difficult clients and marketing your product in a competitive situation. Free-lancing permits you to set your own hours, but only to the extent that you are able to fulfill your professional obligations on schedule. Whether or not you will be able to work more as a professional than in a regular library job depends to a large extent on the jobs you manage to get; and you must realize that the time spent in getting clients is an important part of free-lancing, especially in the beginning. Ideally, free-lancers could choose their work and reject what they don't want to do--if they have so many jobs offered that they can afford to pick and choose. Rather than having to wait for others to recognize your abilities, as a free-lancer you have to actively convince prospective clients of your professional skills. In short, participants generally recognized that this kind of enterprise entails *hard work and long hours, and does not bring instant wealth.*

Discussion of the steps involved in starting a business included how to organize--would you prefer to work alone or in a partnership? Do you have a partner identified who is interested? Should you incorporate? Where

---

* Published by the Small Business Administration, Washington, D.C.

do you locate your business? Where and how do you obtain financial backing? How do you decide how much to charge for your services? And what do you do if a client questions your hourly rate of, say, $25? Or a client has an outstanding bill for several months?

The question of choosing a name brought up the point that the titles of many such ventures start with the word information, which puts them in close proximity with public and other information sources in the white pages of the telephone book. This may bring about confusion, and questions about when the beach is open, or who was the third President of the United States. *While you can be more selective in your listing in the Yellow Pages, it* is wise to see what kinds of agencies or companies are already listed under headings which are available in your area.

Samples of stationery and business forms used by various types of information brokerage firms were shown on slides, and routine office procedures such as typing and record keeping were discussed. Should you try to design your own letterhead, or should you have a professional try to come up with something different and distinctive? Will you do your own typing and record keeping, or will you plan to hire a typist part-time for special jobs that you don't have time to take care of yourself?

Other professional services, such as those provided by lawyers, bank managers, and accountants, were considered in the context of how to use them to best advantage. How do you go about incorporating, and what are the partnership options possible in your state? How about tax advice? What can your bank manager do for you in obtaining favorable terms for a loan? Will you have an accountant check your books at regular intervals?

Ethics in getting clients and in dealing with clients and colleagues can pose some difficult problems. What do you do if clients request information which you have already researched for someone else? Do you give them the same information, or repackage it for a different use? How do you charge for it? The same fee you charged the first client, or on the basis of the time it took you to copy and/or repackage it? What do you do if clients ask you for proprietary information which you may be able to get only by paying for it, if at all? How free do you feel to ask colleagues in special libraries or public libraries for special materials and help on your projects? What do you do if a regular client asks you for a search to be done right away when you are already swamped, and doing it might cause you to miss another deadline? You are frequently called for free information by librarian colleagues throughout the country who know you as an independent information broker, and by members of the general public who have found your firm name in the telephone book: how do you deal with these requests?

A high level of interest was reflected by lively participation in the discussions, which were largely based on questions posed by members of the group with Klement contributing valuable insights from her wide and varied experience in the field.

Workshop A: *How to Start a Free-Lance Business: Down to Earth Basics*

STAFF

Moderator & Coordinator:	Maxine Davis, INFORMATION ACCESS, P.O, Box 331, DeWitt, NY 13214.
Leader:	Susan Klement, INFORMATION RESOURCES, 45 Inglewood Drive, Toronto, Ontario M4T 1G9.
Assistant:	Pat Faust, 701 Westcott Street, Syracuse, NY 13210.
Special Assistant:	Dorothy Terino, New Slocum Heights B34, Apt.2, Syracuse, NY 13210.

We regret that a Participant List is not available for this Workshop.

Workshop B:
WHERE DO YOU GO FROM HERE WITH YOUR LIFE? CAREER ASSESSMENT

Leader: John C. Crystal, Life Management Services, Inc., McLean, Virginia

Summary

Pointing out that librarians should be superbly equipped to make career decisions, since this is essentially an information gathering and processing project, Crystal exploded myths about the traditional approach to job hunting--"Plan A"--and led participants through a series of presentations and exercises designed to introduce the new skills and techniques utilized in the approach he calls "Plan B." *

Challenging the assumption that the "system" controls our lives, Crystal deplored the lack of knowledge on the part of most job hunters, who still believe that they must have a degree and a resume, and pin their faith on "knowing what is out there," personnel departments, and/or employment services.

"Plan B," on the other hand, works by knowing yourself and recognizing your own real strengths, talents, and skills; by defining goals and objectives; and developing ideal job specifications and a personal Master Life Plan geared to constant personal and environmental change.

If we are free to control our own lives, there are a number of decisions that must be made. One of the most important things that people need to decide, according to Crystal, is the "people environment"--what kinds of people do you want to be with? An exercise done in small groups to identify personal traits liked and disliked produced a consensus that the participants prefer honest, open-minded, knowledgeable, flexible, enthusiastic people to work with; they dislike sneaky, back biting, petty, inconsiderate, unrealiable colleagues with negative attitudes.

One of the toughest decisions, Crystal maintains, is what do I want to do with my life? What do I want to accomplish? He feels that the emphasis on "what I want to be" is a suicidal approach. He does not believe that anyone can get jobs for someone else; professional counselors, he says, usually work from partial information with a check list approach, which is insufficient. The individual must decide for himself what he wants his future to be, and he must have enough information to form a realistic basis for decisions. Information about yourself is in your own head, he told participants, not in tests; one of the exercises he advocates is writing a complete autobiography. This provides the basis for analyzing personal skills, many of which are discounted in the traditional resume system.

---

* For a detailed explanation of this approach, see *What Color is Your Parachute?* by Richard Nelson Bolles. Berkeley, Cal: Ten Speed Press, 1976.

These are functional skills learned in the classroom, specific skills learned from experience, and the adaptive skills which are learned at home as kids and from the social environment.

Once personal skills and preferences are identified, Crystal's systems approach to life planning can be implemented: past + values and assets + reality awareness + goals establishment = a master plan.

It is also paramount to know the truth about the world of work, which is not what we are led to believe as we are growing up, says Crystal. One of the neglected areas is negotiating and bargaining. The individual who knows his own strengths can establish his position vis-a-vis salary early in the negotiations by doing research as to how much he is likely to be offered and comparing this salary range to his own financial plan for the present and future. One of the best kept secrets, according to Crystal, is that upper level salaries in private industry frequently depend on the ability to bargain, and the difference may range from five hundred to several thousand dollars. Women tend to settle for less, he commented, thinking that this makes it easier to get the job--which is not necessarily true.

In an interview, Crystal feels that adaptive skills and personal qualities are deciding factors. A "pure quality" conference is really a process of trying to find out what kind of person you are. The three basic things the other party must know to make an informed decision are: Why are you here? What can you do for us? What are your salary requirements?

According to Crystal, the formal power structure is meaningless in job hunting. You must identify the invisible "old boy" communication network and get into it. You must recognize that some people are vicious because they are frightened, and keep out competitors or isolate them so that they are cut out of the communications network. And be nice to everybody, especially the "invisible" people like secretaries.

Workshop B: *Where Do You Go from Here with Your Life?*
Career Assessment

PARTICIPANT LIST

Amy W. Barrow, 1400 Hinman Avenue, Evanston, IL 60201 (312)492-1549.

Anne L. Bell, 281 Genesee Park Drive, Syracuse, NY 13224 (315)446-8467.

Sharon I. Biggie, Meadow Hill Lane, Cazenovia, NY 13035 (315)655-3020.

Elizabeth H. Dalton, 188 State Street, Lowville, NY 13367 (315)376-2431.

Mona Easton, 80 Montclair, Apt. 603, Toronto, Ontario, Canada (416)484-9113.

Elayne P. Hagen, 15 Auburn Place, Glens Falls, NY 12801 (518)793-3081.

Mrs. Etella B. Halasz, 6 Howard Place, Englewood, NJ 07631 (201)569-0972.

Eleanor Mae Hurka, 35 Brompton Road, Garden City, NY 11530 (516)746-1150.

Margaret M. Link, 3600 Hillsboro Road, Apt. B-9, Nashville, TN 37215 (615)292-3886.

Mary Ellen Mantegna, 309 East Avenue, Newark, NY 14513 (315)331-6569.

Tom Mulford, 325 Merton Road, #107, Detroit, MI 48203 (313)867-3069.

Gregory Nulle, 402 East High Street, Bound Brook, NJ 08805 (201)526-5532.

Marcia Perry, 16 Park Street, Cazenovia, NY 13035 (315)655-3234.

Janet Reed, 208 Amato Drive, South Windsor, CT 94381 (415)325-2677.

Carol H. Reilly, 6712 Mill Bridge Court, Raleigh, NC 27609 (919)872-2718.

Mary Reiman, 6420 27th Avenue, North, Minneapolis, MN 55427 (612)546-5882.

Leona Salzman, 17 Oak Street, P.O. Box 570, Plattsburgh, NY 12901.

Jim Sanders, 11426 Rockville Pike, Rockville, MD 20852 (301)468-2435.

Helene Shrier, St. Joseph's Hospital, 301 Prospect Avenue, Syracuse, NY 13203 (315)446-5297.

Carol Silverman, 8 Cherry Street, Somerville, MA 02144 (617)628-3963.

Yvonne Teitsworth, 31 S. Lake Avenue, Albany, NY 12203.

Liz Thorndike, 50 East Huron Street, Chicago, IL 60611 (312)337-1185.

Elizabeth B. Vannain, Owasco, NY 13130 (315)784-5088.

PARTICIPANT LIST (cont'd)
Workshop B

Barbara Via, Schenectady County Community College, Washington Avenue, Schenectady, NY (518)346-6211 ext.256.

Virginia Howard, 513 Liberty Avenue, Endicott, NY 13760 (607)785-8409.

STAFF

Moderator & Coordinator: Maxine Davis, INFORMATION ACCESS, P.O. Box 331, DeWitt, NY 13214.

Leader: Mr. John C. Crystal, LIFE MANAGEMENT SERVICES, Inc., 6825 Redmond Drive, McLean, VA 22101.

Assistant: Pat Faust, 701 Westcott Street, Syracuse, NY 13210.

Special Assistant: Dorothy Terino, New Slocum Heights B34, Apt.2, Syracuse, NY 13210.

Workshop C:
MAKING THE MOVE INTO MANAGEMENT: GETTING AND IMPROVING MANAGEMENT SKILLS

Leader: Dr. Joyce DeHaan, Senior Partner of the Center for Organization Development, Rochester, New York

Summary

Concerns voiced by participants in this group of women, already in or contemplating positions in management, ranged from frustration at not seeing their ideas implemented and being given responsibility without authority, to problems with delegation and things that are expected of women.

Dr. DeHaan, in an informal presentation/discussion mode, addressed general topics encompassing these concerns, and made practical suggestions for coping with a variety of situations.

Given that the main job of management is to get things done, she pointed out that women tend to lack confidence in their own competence, and they are apt to stick to a project even when it becomes obvious that the effort is doomed; such failures make more of a splash than a strategic withdrawal. To avoid this, the manager must know how the organization works, the history of previous projects, where and how to get resources, so that the probability of success of the project can be realistically evaluated before the responsibility is accepted. Once in charge of a project, the manager must be ready to step in and reevaluate at any time, and to give it up if, for any reason, success becomes impossible. However, DeHaan cautioned, the manager must not feel that she is a disaster because of one failure--they happen all the time--but be able to identify the reasons for it and learn from mistakes so as to avoid repetition.

The complexities of the director's role were considered, including planning and maintenance of an ongoing system; involving staff in formulating goals and securing their input on complex, long-term tasks; making decisions on retraining staff when the organization changes--is this the responsibility of the organization or of the individual employee?--and handling such personnel problems as making necessary staff cuts without destroying the security of the remaining employees. The manager is also involved in public relations, by which the organization markets its services in the community. An active image of the library, for example, would be promoted by such activities as setting up a Spanish program for a local group sponsoring a trip to Spain or Latin America, and arranging for newspaper coverage.

Management styles were discussed, with emphasis on the appropriateness of certain styles in different situations, as well as various facets of planning and personnel functions. DeHaan stressed that the manager has to know how to ask good questions of resourceful people, expand her horizons, and learn. She must also be aware that no decision is perfect: every one involves some loss and some gain. The question is how to maximize wins and

minimize losses while maximizing wins for others.

She also pointed out that, despite the importance of teamwork in organizations, women must be ready to fight if they find themselves in a political climate, such as departmental competition for budget allotments. She must learn negotiation strategy, how to play the game as it is played where she works, and how to program things to happen.

Effective communications with subordinates, superiors, and the public let people know what you are doing. The manager must be aware of the problems involved. Is she saying too much or too little, to whom, is anyone consistently left out, is it better to use formal or informal means of communication in this situation?

Clothing and dress style may project the wrong image; people do not judge entirely on competence and ignore appearance. The manager who is too well dressed may overwhelm subordinates by projecting an image of superiority, while blue jeans might convey the message that the new supervisor is too young to work well with older employees.

Discussion and handouts also touched on a number of other issues, including developing employees, criteria for promotion, dealing with chronic complainers who waste your time, and balancing out needs with rewards when dealing with employees at different levels with differing expectations.

Workshop C: *Making the Move into Management: Getting & Improving Management Skills*

PARTICIPANT LIST

Phyllis Andrews, 89 E. Squire Drive, Apt. 7, Rochester, NY 14623 (716)271-1727.

Jane Cathcart, Carriage House Apts. D-5, 126 Jamesville Avenue, Syracuse, NY 13210 (315)472-5867.

Marcia K. Finton, 128 Old Orchard Lane, Williamsville, NY 14221 (716)688-7291.

Ruth Ann Fraley, 29 Roslyn Drive, RD 1, Ballston Lake, NY 12019 (518)399-7706.

Fay Golden, Liverpool Public Library, Liverpool, NY 13088 (315)457-0310.

Anne Liebemann, 18 Thorntree Circle, Penfield, NY 14526 (716)377-4682.

E. Janet Linderman, 12 Beach Road, Marcellus, NY 13108 (315)673-1793.

Norma Shatz, 395 Sunrise Boulevard, Williamsville, NY 14221 (716)632-8468.

Celeste Silvers, FIND/SVP, 500 Fifth Avenue, New York, NY 10036.

Diane R. Smith, 112 Melrose Avenue, Syracuse, NY 13206 (315)472-5121.

Sara Waley, Rush, NY 14543.

STAFF

Moderator & Coordinator: Maxine Davis, INFORMATION ACCESS, P.O. Box 331, DeWitt, NY 13214.

Leader: Dr. Joyce DeHaan, CENTER FOR ORGANIZATION DEVELOPMENT, Suite 1239, Alliance Building, 183 E. Main Street, Rochester, NY 10604.

Assistant: Pat Faust, 701 Westcott Street, Syracuse, NY 13210.

Special Assistant: Dorothy Terino, New Slocum Heights B34, Apt.2, Syracuse, NY 13210.

BIBLIOGRAPHY

Alternative Careers In Library And Information Service

Aspnes, Grieg. "INFORM: An Evaluation Study." Minnesota Libraries 24:171-185 (Autumn 1974).

Berry, J. N. "The Contact Center." Library Journal 97:3955-59 (December 15, 1972).

Blake, Fay M. "Information for a Fee." Library Journal 102:1356 (June 15, 1977).

Blake, F. M. & Perlmutter, E. L. "Libraries in the Marketplace: Information Emporium or People's University?" Library Journal 99:108-111 (January 15, 1974).

Blasingame, Ralph, Jr. "Introduction." Directory of Library Consultants. edited by John N. Berry, III. New York: Bowker, 1969.

Bryer, Valerie. "On Free-Lancing in the Library World." South African Libraries 39:126-31 (October 1971).

Bundy, Mary Lee & Wasserman, Paul. "Professionalism Reconsidered." College & Research Libraries 29:15-26 (January 1968).

Chanaud, Jo & Chanaud, Robert. "The Independent Information Specialist and the Research Library." Journal of the Society of Research Administrators 6:26-31 (Winter 1975).

Cheda, Sherrill. "The Free-Lance Alternative in Librarianship." Canadian Library Journal 30:401-406 (September-October 1973).

Corman, Linda W. "A Library 'Alternative' at the Ontario Institute for Studies in Education." Canadian Library Journal 34:79-85 (April 1977).

Corrigan, Dorothy D. & Galvin, Hoyt R. "Library Building Consultants; Problems and Ethics." American Library Association Bulletin 62:505-10 (May 1968).

Davis, Maxine W. "The New Information Professional; Q's and A's." New York Library Association Bulletin 1:8-9 (March 1976).

De Gennaro, Richard. "Pay Libraries & User Charges." Library Journal 100:363-367 (February 15, 1975).

Dodd, James B. "Information Brokers." Special Libraries 67:243-50 (May-June 1976).

Dodd, James B. "Pay-As-You-Go Plan For Satellite Industrial Libraries Using Academic Facilities." Special Libraries 65:66-72 (February 1974).

Doebler, Paul. "Seek And Ye Shall FIND." Publishers Weekly 202:39-42 (October 16, 1972).

Fauman, Maureen E. "'Free-Lancing' for Law Firm Libraries in Vancouver." Canadian Association of Law Libraries. Newsletter/Bulletin (October-December 1972) 110-13.

BIBLIOGRAPHY (cont'd)

Finnigan, Georgia. "Nontraditional Information Service." Special Libraries 67:102-103 (February 1976).

*Fisher, Douglas. "Reflections of An Ex-Librarian." American Libraries 5:169 (April 1974).

Gaffner, Haines B. "The Demand For Information-On-Demand." Bulletin of the American Society for Information Science 2:39-40 (February 1976).

Gerdels, Ille-Mai. "Apologia for Alternatives." Canadian Library Journal 34:91-95 (April 1977).

Goldstein, Seth. "Information on Demand: A Brief Summary." Bulletin of the American Society for Information Science 2:10 (February 1976).

Goodfellow, Marjorie E. "Library Consulting: A View From Quebec." QLA Bulletin 16:3-6 (April-June 1975).

Harmon, Glynn. "The Invisible Man-Power Market for Information Scientists." Proceedings of the 38th ASIS Annual Meeting. American Society for Information Science. Washington, D.C.: 1975.

Haro, Robert P. "The Floating Academic Librarian." American Libraries 2:1169-73 (December 1971).

Hershfield, Allan. "Information Counselors: A New Profession?" In Humanization of Knowledge in the Social Sciences, edited by Pauline Atherton. Syracuse, New York: School of Library Science, 1972.

Hickey, Doralyn J. "Room for Library Students?" American Libraries 5:527 (November 1974).

Horton Jr., Forest. "Inter-Disciplinary Approach Sought for Information Management." Information Action, available from the Information Industry Association. Bethesda, Maryland. February 1977.

_____. "IIA Urges User Fees for Libraries in NCLIS Testimony." American Libraries 4:335 (June 1973).

_____. Information Broker/Free Lance Librarian - New Careers - New Library Services Workshop, Syracuse, New York. Proceedings. edited by Barbara B. Minor. Syracuse, New York: Syracuse University School of Information Studies, 1976.

_____. "Information Brokers: Who, What, Why, How." Bulletin of the American Society for Information Science 2:11-20 (February 1976).

Kingman, Nancy M. "The Special Librarian/Fee-Based Service Interface, or There's No Such Thing as a Free Lunch." Special Libraries Association. Contributed Papers Sessions, 66th Annual Conference, Chicago, Illinois. June 8-12, 1975.

Klement, Susan. "Directory of Alternative Librarians in Canada." Canadian Library Journal 34:103-127 (April 1977).

Klement, Susan. "Selected Annotated Bibliography of Articles Relevant to Alternatives in Librarianship." Canadian Library Journal 34:137-139 (April 1977).

BIBLIOGRAPHY (cont'd)

Klempner, Irving M. "The New Imperatives: Decisions for Library School Curricula." Special Libraries 67:409-414 (September 1976).

Line, Maurice B. "Information Services in a Technological University; Plans and Prospects." Information Scientist 5:77-88 (June 1971).

Line, Maurice B. "The Case for Information Officers." Educating the Library User, edited by John Lubans, Jr. New York: Bowker, 1974.

Mulligan, Georgia. "Freelancing." Booklegger Magazine 1:42-43 (March, May 1974).

Marthaler, Marc P. "Training Requirements for Future Information Workers." UNESCO Bulletin for Libraries 28:315-320 (1974).

Penland, Patrick R., ed. Floating Librarians in the Community. Pittsburgh: University of Pittsburgh, n.d.

Schick, Patricia. "Information for Sale." Proceedings of the 7th Annual Meeting of the American Society for Information Science. Western Canada Chapter, Banff: September 24-26, 1975.

Schick, Patricia & Swanson, Marnie. "Library Consulting; Or Questions We Are Most Asked." Library Association of Alberta Bulletin 6 (July 1975).

Shannon, Zella J. "Public Library Service to the Corporate Community." Special Libraries 65:12-16 (January 1974).

Warner, Alice S. "Information Services: New Use for an Old Product." Wilson Library Bulletin 49:440-444 (February 1975).

Warner, Alice S. Panel: "Information-on-Demand Companies: Problems and Prospects." American Society for Information Science Annual Meeting. October 15, 1974.

Warnken, Kelly. The Directory of Fee-Based Information Services 1977. Woodstock, New York: Information Alternative, 1977.

West, Celeste. "Janie Appleseed in San Francisco - Martha Ammidon Powers, Free-Lance Librarian." American Libraries (June 1976) 379-381.

Wilkin, Anne. "Some Comments on the Information Broker and the Technological Gatekeeper." ASLIB Proceedings 26:477-482 (December 1974).

_____. "Workshop on Career Development." Women in Women's Profession: Strategies. edited by B. C. Sellen & J. K. Marshall. Rutgers University, New Jersey: American Library Association Social Responsibilities Round Table, July 1974.

_____. "Young Information Professionals." Bulletin of the American Society for Information Science 3:11-19 (December 1976).

BIBLIOGRAPHY (cont'd)

Career Changing

*Bolles, Richard N. What Color is Your Parachute? Berkeley: The Ten Speed Press, 1972.

Bolles, Richard N. & Crystal, John C. Where Do I Go From Here With My Life? New York: The Seabury Press, 1974.

*Bolles, Richard N. The Quick Job-Hunting Map. Berkeley: The Ten Speed Press, 1975.

Coleman, John. "Try Turning a Blue Collar Sabbatical." Creative Living 4:5-8 (Spring 1975).

Morgenthaler, Eric. "Dropouts Revisited: Men Who Left Work to Seek Happiness Express Few Regrets; Fleeing Corporate World Yields Some Money Woes, but Lives are Improved." Wall Street Journal (December 27, 1976) 188.

Sheehy, Gail. Passages. New York: Bantom Books, 1976.

Spencer, Robert. "The Value of Vocational Variety." Creative Living 4:9 (Spring 1975).

Uris, Auren. Thank God It's Monday. New York: Thomas Y. Crowell, 1974.

Self-Employment

Biggs, Don. Breaking Out of a Job You Don't Like and the Regimented Life. New York: David McKay Co., Inc., 1973.

*Dible, Donald M. Up Your Own Organization. New York: Hawthorne Books, 1972.

Ellis, John. A Financial Guide for the Self-employed. Chicago: Henry Regnery Co., 1972.

*____. "How to Start Your Own Business." Symposium. edited by H. Fiske & K. Zehring. Ms. 4:55-70 (April 1976).

*Geniesse. Jane. "Underground Notes of a Homeworker." New York 7:46-48 (April 22, 1974).

Hackney, K. "How to Start Your Own Business." Harper's Bazaar 109:88-94 (August 1976).

Jessop, Claudia & Chipps, Jeanie. The Women's Guide to Starting a Business. New York: Holt, Rinehart, & Winston, 1976.

Kron, Joan. "It's so Nice to Have a Job Around the House." New York 7:49-56 (April 22, 1974).

Libman, Joan. "Going it Alone: Female Entrepreneurs Like Cost-cutting Long Hours Help Her Turn Around Moving Concern." Wall Street Journal (August 22, 1976) 186:1.

BIBLIOGRAPHY (cont'd)

Pogrebin, Letty Cottin. Getting Yours: How to Make the System Work for the Working Woman. New York: Avon Books, 1975.

Shapero, A. "The Displaced, Uncomfortable Entrepreneur." Psychology Today 9:83-86 (November 1975).

_____. "Small Business: the Maddening Struggle to Survive." Business Week (June 30, 1975) 96-101.

Management Careers

Crain, Sharie & Drotning, Philip T. "Taking Stock: A Rung-by-Rung Guide up the Corporate Ladder to Success." Viva 4:91-102 (July 1977).

Crain, Sharie & Drotning, Phillip T. Taking Stock. Chicago: The Henry Regnery Co., 1977.

_____. "The Executive Suite." Harper's Bazaar 109:83 (August 1976).

Gordon, Francine E. & Strober, Myra H. ed. Bringing Women into Management. New York: McGraw-Hill Book Co., 1975.

Jewell, Donald O. ed. Women and Management: An Expanding Role. Georgia State University: Publishing Division School of Business Administration, 1977.

Maccoby, Micheal. "The Corporate Climber Has to Find His Heart." Fortune 94:98-101 (December 1976).

Meyer, P. "Women Executives are Different." Duns Review 105:46-48 (January 1975).

Nelson, Paula. "60 Ways to Get Ahead in Your Job." Harper's Bazaar 109:82 (August 1976).

Smith, Lee. "What's it Like For Women Executives?" Duns Review 106:58-61 (December 1975).

_____. "Up the Ladder Finally." Business Week (November 24, 1975) 58-68.

Webber, Ross. "Career Problems of Young Managers." California Management Review 18:19-33 (Summer 1976).

Women and Careers

Bird, Caroline. Enterprising Women. New York: W. W. Norton & Co. Inc., 1976.

Chesley, Phyllis. & Goodman, Emily J. Women, Money and Power. New York: William Morrow & Co., 1976.

BIBLIOGRAPHY (cont'd)

DeFichy, Wendy. "Affirmative Action: Equal Opportunity for Women in Library Management." College and Research Libraries 34:195-201 (May 1973).

Frank, Harold H. Women in the Organization. Philadelphia: University of Pennsylvania Press, 1977.

*Hennig, Margaret & Jardim, Ann. The Managerial Woman. Garden City: Anchor Press/Doubleday, 1977.

Higginson, Margaret V. & Quick, Thomas L. The Ambitious Woman's Guide to a Successful Career. American Management Association, 1975.

Galvin, Ruth M. "Goal Consciousness: You Have to Have a Strategy." New York 10:55-58 (April 4, 1977).

*Geracimos, A. "Women in Publishing: Where do They Feel They're Going?" Publisher's Weekly 206:22-7 (November 11, 1974), Reply, Publisher's Weekly 206:11-12 (December 2, 1974).

Lehmann, Phyllis. "Married, Moving Up, and Moving." Womanpower special issue of Manpower 7:19-24 (November 1975).

Maryles, D. "Women's Role in Publishing." Publisher's Weekly 207:48 (June 23, 1975).

Nelson, Paula. The Joy of Money: The Guide to Women's Financial Freedom. New York: Stein & Day, 1975.

*Sheehy, Gail. "The Mentor Connection: the Secret Link in the Successful Woman's Life." New York 9:33-39 (April 5, 1976).

Wilson, Jane. "The New Girl Network: A Power System for the Future." New York 10:47-49 (April 4, 1977).

_____. "When Career Couples Have Conflicts of Interest." Business Week (December 13, 1976) 86.

Women and Librarianship

Gell, Marilyn. "Five Women." Library Journal 100:1977-1983 (November 1, 1975).

Glass-Schuman, Patricia. "Women Marking Out Their Destiny." Library Association Record 78:305 (July 1976).

Hanks, G. & Schmidt, C. J. "Alternative Model of a Profession for Librarians." College and Research Libraries 36:175-187 (May 1975).

Klement, S. "Feminism and Professionalism in Librarianship: An Interview with Sherrill Cheda." Canadian Library Journal 31:520-524 (December 1974).

*Lemke, Antje B. "The ABC's of Women in Libraries." School Library Journal 22:17-19 (January 1976).

BIBLIOGRAPHY (cont'd)

Meyers, Margaret & Scarborough, M. ed. "Women in Librarianship." Melvil's Rib Symposium. New Brunswick, New Jersey: Rutgers University Press, 1975.

Stokes, R. B. "Jack of All Trades But Master of What?" Wilson Library Bulletin 51:326-332 (December 1976).

Weibel, Kathleen. "Toward a Feminist Profession." Library Journal 101:263-267 (January 1, 1976).

West, Celeste & Katz, Elizabeth, et al. Revolting Librarians. San Francisco: Booklegger Press, 1972.

Special thanks to Susan Klement for use of items from her bibliography in Canadian Library Journal, April 1977.